

Organizational Performance of Batelec I: Basis for a proposed Total Quality Management (TQM) Model

MILAGROS ANGELITA T. MANALO, MBA

angelski.batelec1@yahoo.com

Batangas I Electric Cooperative, Inc.

Master in Business Administration, Graduate School, Lyceum of the Philippines University, Batangas City
PHILIPPINES

Abstract - Total Quality Management is a philosophy and strategy of total manifestation of improving and changing the way anything that has to be given out and done to create a foundation of high performance management system and to be competitively successful which is being initiated and delivered by the employees and other people in an organization. This research aims to assess the organizational performance of Batelec I for its accelerating development in the context creating a quality and excellent performing organization that will be the basis of a proposed TQM model. A descriptive research design is used and employed the triangulation process. The respondents are the employees of Batelec I. The findings showed that the management staff and the rank and file employees of the cooperative have similar views when it comes to the application of TQM and that the level of acceptance towards its application and implementation by Batelec I is agreeable. The performances of the cooperative's entire working force or all employees are interrelated when it comes to management, process/operation and customer service. Further, Batelec I has formulated a TQM model to be able to continuously provide outstanding services, performance and competent working force. The researcher recommends to the top management to table the formulated TQM in order to continuously keep TQM alive in the organization. Early detection of organizational failure must be exercised for the improvement and advancement of Batelec I.

Keywords – Organizational Performance, Batelec I, Total Quality Management

I. INTRODUCTION

It has always been a world-wide goal and commitment to practice and implement Total Quality Management in any field of business, profession, products and other work aspects. This is a total manifestation of improving and changing the way anything has to be given out and done when it comes to provision of something called NEED. Total Quality Management is performance-oriented management philosophy and strategy which is initiated and delivered by employees and other people who do the work and give the product/services which reflects the capacity and capabilities of the entire organization. Every firm depends its survival on high quality output. The performance of an organization could be exemplary portrayed if total quality is exercised in order to build a totally performing organization with a capacity to create its future. Quality through performance should set in as the organization's way of life in order to attain its developmental outlook and to fully integrate value-driven-customer service.

Performance measurement is very important for organizational management effectiveness (Demirbag et

al., 2006), and it is regarded and important aspect in management (Pongatichat & Johnston, 2008). According to Deming, improvement of something cannot be without measuring that thing. Thus, organizational performance improvement needs some measurements to identify the extent of organizational resources effectiveness on business performance (Gadenne & Sharma, 2002).

Yusof and Aspinwell (2000) found that TQM implementation has several CSFs, they are: leadership, continuous improvement system, measurement and feedback, human resource development, education and training, improvement tools and techniques, supplier quality assurance system and processes, measurement and feedback, and work environment and culture. According to Dale (2003) and Evans and Dean (2003), quality, reliability, delivery and price build the reputation enjoyed by an institution. Quality is the most important of these competitive weapons and is an extremely difficult concept to define in a few words in order to agree on a consensus definition; a trait it shares with many phenomena in business and social sciences (Hoyer & Hoyer, 2001). Quality is an on-going process

that has to be so persuasive throughout the institution. People define quality in many ways. Some think of quality as superiority or excellence, others view it as a lack of manufacturing or service defects, still others think of quality as related to product features or price.

Organizational excellence can be seen and calculated based on the relationships between various variables of performance (Antony & Bahattacharyya, 2010). Business excellence sustains the organization capability to deal with change (Oakland Consultation, 2005). For achieving Business excellence, managers have to have a clear vision that will drive the organization to achieve its goals and objectives (Oakland Consultation, 2005), delivering value and managing organizations for stakeholders. Excellence is regarded as the highest level of performance (Antony & Bahattacharyya, 2010); therefore organizations should care more in their performance.

The challenge to providers of products and services has been substantially broadened and consequently with enlarged social responsibilities. There is also the increased need to focus on accountability and transparency of management in order to demonstrate good risk management. People at work need a model of continuous improvement that they can generalize and apply to all the many different kinds of units in which they serve. One of the major framework of an organization lies beyond the capacity to, comprehend ability and stature of its employees. It is through the utmost and sincerest compliance of the organization that it will with stand the many fulfilling years and beyond. Though quality has always been a part of every company's vision-mission, there is still the need to properly execute quality products/services through its whole organization.

Batangas I Electric Cooperative, Inc. (Batelec I) is a distribution utility providing enough supply of affordable, efficient and quality electric service that visualizes a world-class electric cooperative. It is the cooperative's great intention to actively and continuously mobilize a strong, well attuned and viable management staff and employees for stronger future. Offering of Total Quality Management is a comprehensive guide and principle that will enable a stronger workforce with lifetime commitment towards providing good service reflecting total customer satisfaction and hence attaining competitive advantage that will direct the cooperative into a more productive, high performing and totally prepared electric cooperative.

This study will therefore highlight the importance of introducing TQM to Batelec I in relation to its

organizational performance as it will contribute the concepts of employee responsibilities, product/service quality, process and quality improvement in the whole organization accordingly with smooth core of excellence in service and individuality. The concept of performance excellence shall be defined to realize and be the core of an integrated approach to Batelec I's organizational performance management to which the principles of TQM shall be basis of its improvement and achievement. This will also provide integrating concept of developing wide range of opportunities to be more adoptive, flexible and coherent as Batelec I paved its way towards open access and retail competition where the maximum performance, attribute and major existence of every Electric Cooperative is being challenged strongly.

In the introduction of Total Quality Management principles to Batelec I, it will change the course of how it visualizes customers, human resources and service processes where its top executives together with the entire work force of the coop shall begin to recognize all fundamental business activities such as: the role of leadership in guiding an organization, how it creates strategic plans for the future, how the data and information are used on decision making, how to align quality principles, to continuously progress as conditions and directions change and to work together as a system for a higher and more standardized electric cooperative.

II. OBJECTIVES OF THE STUDY

The study aims to assess the organizational performance of Batelec I which will be the basis of proposing the Total Quality Management model. Specifically the study seeks to attain the following objectives: To determine the performance of Batelec I as perceived by the officers and rank and file employees in terms of: Top Management; Process/Operation Management; Customer Focus and how do their responses compare. Further, to assess the level of acceptance by Batelec I in the Total Quality Management principles with respect to: Management; Operation and Service. Finally, to propose a Total Quality Management model to Batelec I to enhance organizational performance.

III. METHODS

Research Design

This study utilized the descriptive research design .The researcher also employed the triangulation process using the self-made questionnaire, interview and focus

group discussion which supplemented the analysis of data gathered.

Participants

The respondents of the study consisted of all the 326 regular employees of Batelec I composed of 43 respondents, from the management staff and 166 from the rank and file.

Sampling frame of respondents

Office	Management Staff	Rank & File	Sample
Main	33	144	85
Balayan Sub-Office	4	52	30
Lemery Sub-Office	3	49	29
Nasugbu Sub-Office	3	38	22
Total	43	283	166

Instruments

This study used a researched made questionnaire based on extensive readings on topic about Total Quality Management, styles and techniques from books, journals and dissertations.

The first part of the questionnaire consists of three sections. The first section focused on the performance of Batelec I with regards to top management, the second section focuses on statements with regards to the process/operation and the third section shows the performance of the coop with respect to customer focus. A scale of 1-5 was used being 5 as the highest and 1 is the lowest. The following value scale was used: 5 - Almost always; 4 - Often; 3 - Sometimes; 2 - Seldom; and 1 - Almost never.

Part II focuses on the level of acceptance of the organization for Total Quality Management model. The respondents were given the scale and its equivalent verbal interpretation as follows: 4 - Strongly Agree; 3 - Agree; 2 - Disagree; and 1 - Strongly Disagree.

Procedure

A letter request was formally submitted to the Project Supervisor/Acting General Manager of the cooperative. Upon the approval of the PS/AGM, the researcher personally and immediately distributed the questionnaires to the concerned employees which started from the main office of Batelec I followed by the distribution at the three sub-offices. It took the researcher one whole week to be able to retrieve all the accomplished questionnaires. After the retrieval of the questionnaires, the researcher started organizing the data.

Data Analysis

The statistical tools used in the study were the following: Weighted mean was used to determine the performance of Batelec I as perceived by the officers in and rank and file in terms of top management, process/operation and customer focus as well as to assess the level of acceptance of TQM principles by the employees of Batelec I with respect to management, operation and service; T-Test was used to determine the significant differences or to compare the responses between the two groups of respondents which is the Batelec I officers and rank and file employees as to the performance of Batelec I organization in the context of the proposed TQM model; and rank was used to show the positional importance the items/answers over the others.

IV. RESULTS AND DISCUSSIONS

The data in Table 1 present the performance of Batelec I with respect to Top Management criterion as perceived by the Officers/Management Staff and the Rank and File employees.

It shows that the questions were answered mostly with "Sometimes" by both management staff/officers and the rank and file. With the management aspect, the highest value of 3.95 was generated that explains the extent of acting purely based on their own decisions. That at times, what they are doing is collectively gained from their decisions and concluding that there are also times that their actions was not totally based from their own or their might be other factors that constitute their decisions. The value generated shows that the actions by the management/officers on decisions they made are always on the middle to which it can be surmised that some of their decisions are gained from their subordinates to whom they trust and make them part of the decision making. Here, a slight transparency is being exercised by management towards rank and file.

On the part of the rank and file, the highest value of 3.86 which shows that they sometimes believe top management exercise effective strategized decision making. It also shows that they sometimes conform to the decisions being executed by the management and that the management trusts them to be part of the decision making. The performance of Batelec I in terms of the top management criterion is characterized mostly by how decisions are executed by the management staff to which sometimes they are making it based on their own decisions. However, they also give their subordinates opportunities to be part of their decision making. For them, effectiveness of the decision can be attained with this kind of relations.

Table 1. Performance of BATELEC I with Respect to Top Management Criteria

Performance of BATELEC I	Top Management (N=43)			Rank and File (N=166)		
	WM	VI	Rank	WM	VI	Rank
1. Is the strategy of effective decision making being done by the respective managers / head?	3.84	S	4	3.86	S	1
2. Is the style of leadership collaborative?	3.79	S	5	3.71	S	7
3. Are the leaders/mangers acts based on their decisions?	3.95	S	1	3.76	S	4.5
4. Do the managers trust their subordinates to make decisions in customer service	3.91	S	2	3.86	S	2
5. situations or other front-end situations by cultivating managed attitude?						
6. Does the management reward and recognize good work to increase job satisfaction?	3.26	S	8	3.51	S	8
7. Does the management cultivate trust in each team or offices?	3.86	S	3	3.81	S	3
8. Are the company goals matches with the SMART (Specific; Measurable; Achievable; Results Focused; Time-bound) way of evaluation?	3.65	S	6	3.76	S	4.5
9. Does the company provide opportunity to utilize the skills and talents?	3.56	S	7	3.75	S	6
Composite Mean	3.73	S		3.75	S	

4.50 – 5.00: Almost always (AA); 3.50 – 4.49: Often (O); 2.50 – 3.49: Sometimes (S); 1.50 – 2.49: Seldom (Se); and 1 – 1.49: Almost Never (AN)

In connection with those rank and file employees, they are amendable and sometimes agree to the strategic decisions made by higher management and that the perception towards top management is sometimes regarded as basis for effective decision making and implementation of work, it can be noted that every now and then the employees believe on the decisions made by the higher management. However, there are times that management may decide alone and there are on which they may consult their subordinates. It can be viewed that when it comes to matters about decision both management and rank and file are openly participating as shown by the responses.

Carter (2003) asserts that TQM is a preventive, proactive approach to doing business and as such it reflects strategic leadership, common sense, data-driven approaches to problem solving and decision making, employee involvement, and sound management practice. TQM has a strong focus on process measurement and controls as means of continuous improvement.

The top management always leads the implementation of TQM. It is based on self-control which should be embedded to each employee, team, division, etc. Pushing problem solving and decision making to the lower levels of the organization allows

employees to both measure and take corrective action in order to deliver a product or services (Ramasamy 2012).

The data in Table 2 present the performance of Batelec I with respect to the process / operation management. Seeing the table, both management staff and rank and file employees mostly answered “sometimes” and with highest value of 4.19 (heads) and 4.19 (rank and file) which were answered “often”. This pertains to the satisfaction on the number of hours worked each week by the employees. This indicates that the entire working force of Batelec I is satisfied with the number of hours rendered which impacts on the processing and operation executed. They can actually work often to generate productivity and utilize time to enable them to execute their respective work assignment. It also tells that Batelec I is able to provide its people satisfaction in the execution of work.

However, this could mean that they are well satisfied with the number of hours done, but are not able to render work fully the specified tasks. It is possible that workload in a week is not met as far as work activities are concerned and that they are satisfied that they can do freely their work anytime as they please which is in contrast to the attainment of the coop’s fast track goals. Hence, the entire working force of Batelec I may be reminded on the value of time.

Table 2. Performance of BATELEC I with Respect to Process/Operation

Indicators	Top Management (N=43)			Rank and File (N=166)		
	WM	VI	Rank	WM	VI	Rank
1. Do the employees coordinate activities among all offices by scheduling planning sessions, promoting collaboration, and sharing news and information frequently?	3.67	S	5	3.69	S	5.5
2. Do the employees have a healthy working atmosphere within each working are in the context of employee-relationship?	3.79	S	3	3.75	S	4
3. Does interdependence exist between employers and employees?	3.70	S	4	3.55	S	7
4. Are the employees communicating effectively at the workplace for better transparency and clarity?	3.61	S	6	3.77	S	3
5. Are the employees treated equally/similarly or justly and not by prejudices or biases?	3.42	S	8	3.37	S	8
6. Are the employees satisfied with the number of hours worked each week?	4.19	O	1	4.19	O	1
7. Does the employer/company provide training programs to improve customer and employee satisfaction? Or Does the employer/company provide training programs to ensure quantifiable results and to analyze what skills employees are lacking and what business results are desired?	3.56	S	7	3.69	S	5.5
8. Does the employer/company provide a healthy working environment?	3.86	S	2	3.89	S	2
Composite Mean	3.72	S		3.74	S	

4.50 – 5.00: Almost always(AA); 3.50 – 4.49: Often (O); 2.50 – 3.49: Sometimes (S); 1.50 – 2.49: Seldom(Se); and 1 – 1.49: Almost Never (AN)

As for the process/operation management, it is noted that the management staff and the rank and file are often satisfied with the number of hours worked which can be assumed that they are possibly motivated to positively render and execute process / operation of work and service in a manner that they are able to maximize time. This demonstrates the way Batelec I employees value their time of work which is shown in the two main areas; their working attitude and the level of their output. First, if time of work is important and has an effect on their working output, it can be said that they can maximize time and can properly execute work on time thereby they can contribute to the maintenance of a high level of systematic flow of work and desired output. However, it can also be assumed that most employees are often satisfied to the number of hours worked and that there may be employees who had less work due to unequal distribution of work load. Hence some employees may work just the way they want it to be at their leisure.

The findings also reveal employees' satisfaction with the healthy working environment and employee relations. In this context, all of these are interconnecting and has an impact towards working effectively and productively that can contribute to a healthy operation.

Table 3 presents the performance of Batelec I with respect to customer focus. It can be noted that most of the items were answered "sometimes" by both management staff and rank and file employees. The highest value of 4.14 as answered by the management staff with "often" is the adherence of the coop programs in accordance to the welfare of the member-consumers. It indicates that the higher management is closely monitoring the activities and programs that Batelec I is executing and that it understands to the welfare of the member-consumers. It also shows that the management is often aware of the activities being done in relation to the member-consumers welfare and that they are open to whatever proposals they can get in connection with the consumers.

Table 3. Performance of BATELEC I with Respect to Customer Focus

Indicators	Top Management (N=43)			Rank and File (N=166)		
	WM	VI	Rank	WM	VI	Rank
1. Do the coop exercise Corporate Social Responsibility (CSR)?	3.88	S	6	3.84	S	5
2. Does Batelec I use a state-of-the-art facilities?	3.86	S	7	3.73	S	6
3. Is the ambiance of every office/department provide coziness both to the employees and consumers?	3.93	S	5	3.72	S	7
4. Do the working gadgets, equipment and other facilities of the coop match the type of working output?	4.02	O	2	3.84	S	4
5. Is the employees and consumers relationship fulfilled?	3.95	S	4	3.86	S	3
6. Do the employees perform multi-tasking as the need arises?	3.98	S	3	4.07	O	1
7. Does the coop program adhere to the welfare of its member-consumers?	4.14	O	1	3.90	S	2
Composite Mean	3.97	S		3.85	S	

4.50 – 5.00: Almost always (AA); 3.50 – 4.49: Often (O); 2.50 – 3.49: Sometimes (S); 1.50 – 2.49: Seldom (Se); and 1 – 1.49: Almost Never (AN)

The highest value of 4.07 which is answered by “often” category was favored by the rank and file in the performance of a multi-tasking work activity. The data show that rank and file employees of Batelec I are flexible in doing assigned task from time to time. It also shows that when it comes to customer satisfaction and service most of the employees are often willing to assist them in whatever possible term they can give even if it is beyond their working area and responsibility.

On the basis of the performance for customer focus, the management staff often ensures that the coop’s program is adhering to the welfare of its member-consumers which is basically similar to that of the rank and file employees’ multitasking activity as need arises that manifests fulfilment of work and willingness to assist in programs that will develop customer’s satisfaction. It appears that officer and rank and file employees of Batelec I are often times customer focused.

Table 4. Significant Difference in the Performance of Batelec I as Perceived by the Management Staff (N=43) and Rank and File Employees (N=166)

Description	t	p-value	Interpretation
Top Management	-0.214	0.831	Not Significant
Product Operations Management	-0.127	0.899	Not Significant
Customer Focus	1.122	0.263	Not Significant
Total Quality Management	0.458	0.647	Not Significant

Table 4 shows that based on the computed t-values on the performance of Batelec I with respect to the four areas; top management, operation, customer focus and TQM the management staff and rank and file employees have no significant differences on their responses.

The table shows the computed t-value of each criterion that constitute the three stated criteria which were perceived by the two groups as well as the application of TQM that has an equal variances assumed with less than 0.05 level of significance

which therefore states that the management and rank and file are homogeneous in their perception. It can be said that they view similarly when it comes to higher management and rank and file level.

Table 5 shows the level of acceptance of TQM principles by higher management and rank and file employees of Batelec I. The data reveal that both group agree to the application of TQM to which they answered “agree” and “strongly agree”.

Table 6. Level of Acceptance by BATELEC I officers and rank and file employees with respect to Total Quality Management Principles

TQM Principles	Top Management (N=43)			Rank and File (N=166)		
	WM	VI	Rank	WM	VI	Rank
1. To effectively manifest work, there should be an assessment of performance based on tallying the superior's management and the subordinates' execution	3.23	A	14	3.30	A	8
2. Regular diagnostic / evaluation of accomplishment based on the context of Job Description should be conducted	3.30	A	10.5	3.33	A	6
3. Strategic decision making shall be the key/foundation for excellence	3.37	A	7	3.38	A	5
4. Employees from Top management down to the rank and file should be receptive and adoptive to new facilities/equipment	3.30	A	10.5	3.28	A	10.5
5. There should be proper implementation of job rotation	3.16	A	15	3.26	A	14
6. Centralization of working input and output with regular monitoring of efficiency thru reliable software should be installed	3.35	A	8.5	3.24	A	15
7. There should be consistency and clear definition of data collection processes in the system development methodology	3.35	A	8.5	3.29	A	13
8. Availability of materials both by employees and member-consumers are sufficient and monitored respectively	3.26	A	12.5	3.19	A	16
9. Key Performance Standards should be properly learned by each and every employee	3.51	SA	2	3.44	A	3
10. Advancement thru strategic process in the delivery of better, faster and efficient services to member-consumers should be installed/formulated	3.44	A	5	3.51	SA	1
11. There must be the conduct of routine inspection, monitoring and testing of facilities and equipments	3.42	A	6	3.35	A	12
12. Every employee should undergo consumer and work-oriented seminar in yearly basis	3.46	A	3.5	3.46	A	2
13. Internal and external processing should be centralized	3.14	A	16	3.29	A	9
14. There should be consistent compliance with the policies and procedures of the cooperative	3.56	SA	1	3.31	A	7
15. Promotional activities should be in consonance to the need and wants of the member-consumers	3.26	A	12.5	3.28	A	10.5
16. There should be transparency in the implementation of any coop development and transitions	3.47	A	3.5	3.41	A	4
Composite Mean	3.35	A		3.33	A	

4.50 – 5.00: Strongly Agree (SA); 3.50 – 4.49: Agree (A); 2.50 – 3.49: Moderately Agree (MA); 1.50 – 2.49: Disagree (D); and 1 – 1.49: Strongly Disagree (SD)

On the part of the officers/management staff, they strongly agree on the application of TQM by consistently complying with the policies and procedures of the cooperative with the highest value of the weighted mean of 3.56.

This only shows that with the application of TQM to Batelec I, the organization may require strictly

compliance to the rules and regulation and therefore it may be greatly needed for the effectiveness of the TQM. The compliance among those being imposed by the coop will be the cue for effective manifestation of the Total Quality Management of Batelec I. Additionally, strategic planning process should be structured to ensure the continuous application of TQM

and its proper implementation. TQM can be considered a part of a strategic planning process to which entails that managing quality is a continuous process to be undertaken.

As for the rank and file, they expressed strong agreement with the advancement and pursuance of a strategic process in the delivery of better, faster and efficient services to member-consumers which should be well installed/formulated. It got the highest value of the weighted mean of 3.51. It shows that most employees from the rank and file group agreed to the cultivation of TQM to Batelec I to ensure that it is systematic in the process of delivering service to the member consumers.

Table 7 shows the level of acceptance in the application of Total Quality Management by the officers and rank and file employees of Batelec I. It can be noted that the weighted mean generated from both officers and rank and file employees is 3.46 which is the implementation and manifestation that every employees should undergo consumer and work-oriented seminars on a yearly basis. They both agree to the materialization of the said criterion in the application of TQM. It can be assumed that the attendance of consumer and work oriented seminars on a yearly basis could be an effective implementation of TQM as far as maintaining quality is concerned.

Table 7. Level of Acceptance by Batelec I Employees with respect to Total Quality Management Principles

TQM Principles	WM	VI	Rank
1. Every employee should undergo consumer and work-oriented seminar in yearly basis	3.46	A	1
2. Key Performance Standards should be properly learned by each and every employee	3.46	A	2
3. There should be transparency in the implementation of any coop development and transitions	3.42	A	3
4. Strategic decision making shall be the key/foundation for excellence	3.38	A	4
5. There must be the conduct of routine inspection, monitoring and testing of facilities and equipments	3.36	A	5.5
6. There should be consistent compliance with the policies and procedures of the cooperative	3.36	A	5.5
7. Advancement thru strategic process in the delivery of better, faster and efficient services to member-consumers should be installed/formulated	3.35	A	7
8. Regular diagnostic / evaluation of accomplishment based on the context of Job Description should be conducted	3.32	A	8
9. There should be consistency and clear definition of data collection processes in the system development methodology	3.30	A	9
10. To effectively manifest work, there should be an assessment of performance based on tallying the superior's management and the subordinates' execution	3.29	A	10
11. Employees from Top management down to the rank and file should be receptive and adoptive to new facilities/equipment	3.28	A	11
12. Promotional activities should be in consonance to the need and wants of the member-consumers	3.27	A	12
13. Centralization of working input and output with regular monitoring of efficiency thru reliable software should be installed	3.26	A	13
14. Internal and external processing should be centralized	3.26	A	14
15. There should be proper implementation of job rotation	3.23	A	15
16. Availability of materials both by employees and member-consumers are sufficient and monitored respectively	3.20	A	16
Composite Mean	3.33	A	

4.50 – 5.00: Strongly Agree(SA); 3.50 – 4.49: Agree(A); 2.50 – 3.49: Moderately Agree (MA); 1.50 – 2.49: Disagree(D); and 1 – 1.49: Strongly Disagree(SD)

With these findings and results, Batelec I could attain total manifestation of a high performing organization through the implementation and adoption of TQM principles. And by doing so, it could be started by the initiated and combined efforts of the Batelec I officers and the rank and file employees to which they will have to be responsible for every action they take through continuous compliance with the standardized KPS and observing transparency among coop's development and transition.

The effect of TQM on the organizational excellence is clear in the role of TQM principles to foster business practices that will enhance productivity, quality of output, satisfy customers, and reduce costs. In other words, TQM practices support organizations to enhance and increase business excellence (Lee, 2002).

Proposed TQM Model for Batelec I

The proposal is addressed to the entire Batelec I working force primarily to build and sustain a performance excellence to withstand threats for survival. This requires readiness for change, the adoption of sound practice and implementation of strategies for effective organizational infrastructures. This proposal could also ensure that Batelec I could improve faster and will generally have a systematic problem solving, method adaptation and experimentation to new approaches, learning experiences from best practices of others and will transfer knowledge quickly and efficiently throughout the organization. It will surely help and enhance the performance of Batelec I because it will develop the coop into something better that will acquire a regular and systematic way of exercising total quality management to which continuous process and progress will be done. Excellent performance shall be efficiently manifested when TQM is properly implemented.

V. CONCLUSIONS

The management and rank and file employees of Batelec I similarly view that the processes related to management, operation and customer focus are moderately carried out by the cooperative. The employees of Batelec I agree to the principles of TQM. Total Quality Management has been formulated to enhance organizational performance of Batelec I.

VI. RECOMMENDATIONS

The management may exercise the provision of opportunity to utilize skills and talents through collaborative leadership and application of interdependence. The Motor pool of the Institutional

Department may regularly monitor the facilities, equipments and working area of every office for continuous quality control towards employees, operation and service. Employees of Batelec I maybe regularly delegated and given opportunity to attend seminars that will enhance and hone their capabilities. Top management may table the proposed TQM model to capacitate the employees with optimum service, attitude, customers-oriented working environment and competent working force. Management may initiate early identification of organizational failures which could be considered as basis for the improvement and corporate advancement of Batelec I. A follow up study may be conducted using other variables.

REFERENCES

- An exploratory study on leadership in a semiconductor manufacturing firm's performance. Uchenna Cyril Eze et.al. *International Journal of Business and Management Science*. 3.2 (Dec. 2010): p231. www.safaworld.org/ijbms/. Retrieved on March 20, 2013.
- Beyond Total Quality Management implementation: The new paradigm of TQM sustainability. Zairi, Mohamed, *Total Quality Management* December 2002 p1161. www.tandf.co.uk/journals. Retrieved on March 20, 2013.
- Colquitt, Jason A., et.al (2009). *Organizational Behavior. Improving Performance and Commitment in the Workplace*. McGraw Hill Companies, Inc. New York
- Correlates of Total Quality Management and Employee Performance: An Empirical Study of a Manufacturing Company in Nigeria. *International Journal of Academic Research in Business and Social Sciences*. 2.6 (June 30, 2012). www.hrmar.com/index.php Retrieved on March 20, 2013.
- Dean, James W., et.al. (2003). *Total Quality Management, Organization and Strategy*. Thomson Asia Edition South Western Thomson Learning.
- Evans, James, et.al (2013). *Total Quality Management*. Cengage Learning Asian Pte Ltd
- Evans, James, et.al (2012). *Understanding Total Quality Management*. Cengage Learning Asian Pte Ltd
- Evans, James R. (2008). *Quality Performance Excellence – Management, Organization and Strategy*. Natorp Boulevard Mason, USA.
- Hubbard, Graham, et. al (2011). *Strategic Management Thinking, Analysis, Action 4th Edition*. Pearson Australia Group Pty Ltd.

Lam, and Voon-Hsien Lee. Total Quality Management & Business Excellence. 22.12 (Dec. 2011) p1277. www.tandf.co.uk/journals. Retrieved on March 20, 2013.

Quality tools can be used to improve compliance processes: examples of tools that may prove beneficial for compliance professionals. John Falcetano. Journal of Health Care Compliance. 8.6 (November-December 2006) p41. Word Count: 765. Retrieved on March 20, 2013 at www.sciedu.ca/journal/index.php

Ramasamy, Subburaj (2012). Total Quality Management. McGraw Hill International Edition. Tata Mc-Graw- hill Publishing Company Ltd.

Ramasamy, Subburaj (2009). Total Quality Management. McGraw Hill International Edition. Tata Mc-Graw- hill Publishing Company Ltd.

The effect of total quality management, enterprise resource planning and the entrepreneurial orientation on the organizational performance: the mediating role of the organizational excellence---a proposed research framework. Hassan Saleh Al-Dhaafri et.al. International Journal of Business Administration. 4.1 (Jan. 2013): p66. Retrieved on March 20, 2013 at www.sciedu.ca/journal/index.php