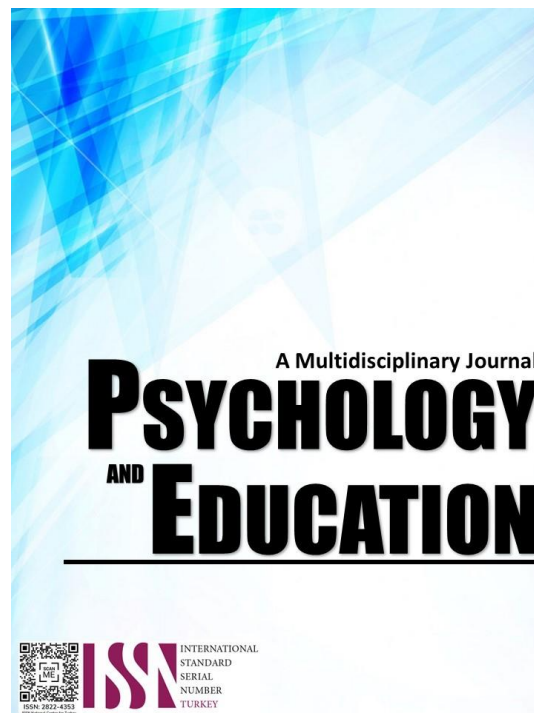


**ISO 9001:2015 CERTIFICATION STATUS AND
ORGANIZATIONAL EFFECTIVENESS OF THE
DEPARTMENT OF EDUCATION DIVISION OFFICES IN
CALABARZON: VALIDATION OF QUALITY
ASSURANCE PRINCIPLES IN THE
DEPARTMENT OF EDUCATION**



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ISO 9001:2015 Certification Status and Organizational Effectiveness of the Department of Education Division Offices in Calabarzon: Validation of Quality Assurance Principles in the Department of Education

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Abstract

This study entitled ISO 9001:2015 Certification Status and Organizational Effectiveness of the Department of Education Division Offices in CALABARZON: Validation of Quality Assurance Principles in the Department of Education aimed to validate the quality assurance principles among ten (10) DepEd Schools Division Offices (SDOs) in CALABARZON. Specifically, this study sought to determine the following: profile of the ISO-certified Schools Division Offices in CALABARZON in terms of the size of the organization and number of years as ISO certified; status of ISO certification in terms of understanding the context of the organization, leadership, planning, support, operation, performance evaluation, and improvement; level of organizational effectiveness, in terms of customer relationship, communication effectiveness, employees' commitment, employees' competence, customer satisfaction, addressing risks, process management, partnership and linkages, and awards and recognition; the significant relationship between the status of ISO certification and level of organizational effectiveness; the validity of the principle of quality assurance in the DepEd setting, and a framework to sustain the quality management system in a schools division office. The researcher used the descriptive mixed-method research design to integrate quantitative and qualitative data using a validated researcher-made questionnaire to gather the quantitative data, which were analyzed using statistical tools such as Percentage, Weighted Arithmetic Mean, and Pearson moment of correlation. An interview guide was used to gather the qualitative data, which was analyzed using thematic analysis. Likewise, important data and records were used to validate the quality assurance practices of the division offices. Implications of the study were discussed.

Keywords: *ISO certification, quality management system, quality management framework, schools division office management*

Introduction

The Department of Education's (DepEd) journey in obtaining the International Organization for Standardization (ISO) certification is a move to display a commitment to the standards of quality management in providing quality and efficient service to stakeholders. ISO certification is well-known across the globe for certifying a management's system, process, service, or documentation procedure that has all the requirements for standardization and quality assurance. Thus, DepEd offices that are using ISO-certified systems ensure quality and efficiency in their services.

In 2007, the DepEd and other sectors in the Executive Branch were mandated to establish a Quality Management System (QMS) certified to the ISO 9001 standards which highlights effective advancement in public governance (Department of Education, 2018). Here, the QMS aims to increase an organization's awareness of its duties and commitment to fulfilling the needs and expectations of its customers and interested parties, and to achieving satisfaction with its products and services. In DepEd Region IV-A

(CALABARZON), almost all the division offices were already certified during the past three years. As ISO 9001:2015 Certified, the DepEd will: (1) clarify directions, office functions, processes, and systems with QMS trained assistance, (2) document processes and systems to be continuously improved, and (3) ensure that all offices pass the auditing and certification of the external auditing body (Nayra, 2019).

Various studies have already been made on the impact of ISO 9001 in educational institutions. A study by Gamboa & Melao (2012), revealed that rich and meaningful insights, including internal benefits and external benefits, have dramatically changed the educational organization. Furthermore, using the standards as a means of providing strategic focus as a foundation of planning has become instrumental in improving the systems of the organization. On the other hand, it was suggested that stakeholders and market focus, and staff focus are the significant elements that influence the operational performance of education sectors (Martin & Al-Thawabieh, 2018). ISO 9001: 2015 contributes to education institutions in many positive ways (Celik & Olcer, 2018) while the QMS model has been perceived to have contributed to

improvements in documentation and management through evaluation, continuous improvement processes, external image, management of resources, and user satisfaction levels (Diaz & Martinez-Mediano, 2018).

Despite the substantial studies conducted on ISO 9001:2015 standards, as cited in the research of Santos & David (2021), results show that after the implementation of ISO 9001:2015, difficulties and problems encountered were still recurring difficulties and problems. It can be gleaned that there are still many concerns about the status of implementing the organizational effectiveness. The extent to which organizational performance can effectively be assured through ISO 9001:2015 certification remains an important issue (Alfonso-Rodriguez, 2016). Since certification is only a guarantee that the division office is using the quality management system according to a list of requisites and procedures, it is a must that the quality assurance principles are valid in the context of the Department of Education (Vorobyova et al., 2022). On that note, this study was initiated to further examine the organizational effectiveness of DepEd division offices in CALABARZON through its current ISO-certified system. The findings of the study were the basis for the formulation of a framework to enhance the capacity-building program on the Quality Management System that will be formulated to enhance or sustain the organization's performance as ISO-certified division offices.

Research Questions

The primary objective of this study was to validate the quality assurance principles of DepEd division offices in CALABARZON. Further, it aimed to identify the possible correlation between its ISO 9001:2015 certification status and its organizational effectiveness. Specifically, it sought to answer the following questions:

1. What is the status of ISO Certification of DepEd CALABARZON Division Offices in terms of:
 - 1.1. Understanding the Context of the Organization;
 - 1.2. Leadership;
 - 1.3. Planning;
 - 1.4. Support;
 - 1.5. Operation;
 - 1.6. Performance Evaluation; and
 - 1.7. Improvement?
2. What is the status of ISO Certification of DepEd CALABARZON Division Offices when grouped according to organizational profile?
3. What is the level of organizational effectiveness of

DepEd CALABARZON Division Offices in terms of:

- 3.1. Customer Relationship;
 - 3.2. Communication Effectiveness;
 - 3.3. Employees' Commitment;
 - 3.4. Employees' Competence;
 - 3.5. Customer Satisfaction;
 - 3.6. Addressing Risks;
 - 3.7. Process Management;
 - 3.8. Partnership and Linkages; and
 - 3.9. Awards and Recognition?
4. Is there a significant relationship between the ISO 9001 certification status of DepEd CALABARZON Division Offices and its organizational effectiveness?
 5. Is there a significant difference in the status of ISO Certification of DepEd CALABARZON Division Offices when organizations are grouped according to organizational profile?
 6. Are the following principles of quality assurance valid in the DepEd setting, in terms of:
 - 6.1. Customer Relationship;
 - 6.2. Communication Effectiveness;
 - 6.3. Employees' Commitment;
 - 6.4. Employees' Competence;
 - 6.5. Customer Satisfaction;
 - 6.6. Addressing Risks;
 - 6.7. Process Management;
 - 6.8. Partnership and Linkages; and
 - 6.9. Awards and Recognition?

Methodology

Research Design

This descriptive - correlational study focused on determining the certification status of ISO Certified Division Offices of CALABARZON and their organizational effectiveness. Quantitative approach was used to quantify data and generalize results from a sample population of interest. Structured information was formulated through the questionnaire for analysis and interpretation. Qualitative analysis was applied to gain an understanding on the organizational effectiveness of ISO certified Division Offices. Thematic process was employed in which themes and categories from responses emerged through analysis of data collected from interviews. The study also utilized the methodological type of triangulation wherein there were two methods used, the use of survey and interview to gather the needed data. This design was used to increase confidence in the findings through the confirmation of the evaluation of effects of ISO

certification against the quality assurance principles of the Department of Education in CALABARZON with the help of qualitative and quantitative approaches. The combination of findings from quantitative-qualitative approaches provided a more comprehensive picture of the results than either approach could do alone. This study generally aimed to determine the organizational effectiveness of the DepEd division offices and its relationship with the ISO certification status. This took place on Region IV-A particularly on the division offices located in the provinces of Cavite, Laguna, Batangas, Rizal, and Quezon. There are twenty-one (21) ISO certified divisions on the said region; Six (6) divisions are on Cavite placed at Trece Martirez City, Bacoor City, Cavite City, Dasmariñas City, Imus City, and General Trias City. Similarly, there are also six (6) divisions in Laguna province which can be found on Sta. Cruz, Biñan City, Cabuyao City, Calamba City, San Pablo City, and Sta. Rosa City. Meanwhile, four divisions from Batangas province are found on Bolboc, Batangas City, Lipa City, and Tanauan City. On the other hand, Rizal province has two divisions which are found on Taytay and Antipolo City. Lastly, three divisions are on Quezon province placed on Pagbilao, Lucena City, and Tayabas City.

However, due to the restriction of mobility and limitations in the use of technology during the health crisis, the researcher chose the 5 mother divisions namely, Cavite, Laguna, Batangas, Rizal, and Quezon. In addition, 5 city divisions were also chosen randomly: Imus City, San Pablo City, Lipa City, Antipolo City, and Tayabas City. The locale was chosen due to the researcher's enthusiasm to find out the general objective of the study in the region where he is currently employed. It is also with the earnest desire to help the Division Offices to sustain the provision of excellent and quality services among its stakeholders. Also, proximity and easy access on data are secondary reasons for choosing the said locale.

Research Instrument

The study utilized a researcher-made questionnaire to be able to gather the preliminary data. The instrument that was used for collecting data was based on the objectives of the study and the principles of ISO quality assurance of the Department of Education. The questionnaires consisted of the first to third objective which included the organizational profile, certification status and the organizational effectiveness. The content differed based on the classification of the respondents. The survey questionnaire included a structured type of question. The instrument was

comprised of 3 parts; the first part was about the demographic profile of each division's top management which includes 2 sub-parts referring to the size of organization, and number of years as an ISO certified division. The second part of the instrument sought the certification status while the third part asked for the level of certification status of the division offices and the level of organizational effectiveness of the division. It contained six sub-parts which looked for the customer relationship, communication effectiveness, employee's commitment, customer satisfaction, addressing risks, partnership and linkages, and awards and recognition.

Moreover, another instrument was devised for the interview. This instrument was an unstructured type of questionnaire based on the results obtained from the survey. The interview also sought for the fourth objective of the study, the validity of the principle of quality assurance in the DepEd setting. The data gathering required quantitative and qualitative approaches. After conducting a survey, the data was computed and tabulated in order to get the results and also to answer the third objective of the study. Upon analysis of the quantitative data, an interview followed. The guide questions that were used for the interview were based on the top answers from the survey. The qualitative data from the interview was coded and analyzed to achieve the fourth objective, which aimed to determine the validity of the principle of quality assurance in the DepEd setting. Ethical considerations on both instruments were secured. The privacy and anonymity of the respondents were highly prioritized. Also, the use of offensive, discriminatory, or other unacceptable language was avoided after undergoing a thorough validation of the instrument.

Data Gathering Procedure

The collection method used for preliminary data was based on the structured questionnaire. To be able to collect accurate data from the respondents, test of validity and reliability was done on the constructed questionnaire. Necessary permits, letters, and documents were secured from the different division offices of CALABARZON for the permission to conduct of the study. The researcher started the distribution of the survey questionnaires to the designated respondents of the study through online platform. Voluntary participation was highly considered in gathering the data. Participants had the right to withdraw from the study at any stage if they wish to do so. Subsequently, retrieval of the answered questionnaires was conducted then tabulated the data from the survey questionnaire. The data received the

highest level of confidentiality and greatly focused on the study's purpose only. When the preliminary data were tallied, computed, and analyzed, the researcher returned to the locale of the study and gathered the secondary information which was attained from the interview proper. The researcher conducted a focused group discussion on the selected respondents of the study with the use of unstructured interview questionnaire based on the data collected from the survey. This was done to obtain thorough and deep data that supported the answers from the survey. After the interview, transcription and interpretation of the data collected was made.

Results

Status of ISO Certification of DepEd CALABARZON Schools Division Offices

Table 1. Status of ISO Certification of DepEd CALABARZON Schools Division Offices

Indicators	Mean	Verbal Interpretation
Understanding the Context of the Organization	3.94	Highly Evident
Leadership	3.96	Highly Evident
Planning	4.04	Highly Evident
Support	3.94	Highly Evident
Operation	3.96	Highly Evident
Performance Evaluation	3.94	Highly Evident
Improvement	3.85	Highly Evident

Legend: 4.21 – 5.00 Very Highly Evident (VHE); 3.41 – 4.20 Highly Evident (HE); 2.61 – 3.40 Somewhat Evident (SE); 1.81 – 2.60 Less Evident (LE); 1.00 – 1.80 Least Evident (LstE)

Mean on the Status of ISO Certification of DepEd CALABARZON Division Offices according to Profile

Table 2. Two-way Table of Means in the Context of ISO Certification as to the Size of the Organization

Indicators	Mean	Verbal Interpretation
Understanding the Context of the Organization	3.94	Highly Evident
Leadership	3.96	Highly Evident
Planning	4.04	Highly Evident
Support	3.94	Highly Evident
Operation	3.96	Highly Evident
Performance and Evaluation	3.94	Highly Evident
Improvement	3.85	Highly Evident

Legend: 4.21 – 5.00 Very Highly Evident (VHE); 3.41 – 4.20 Highly Evident (HE); 2.61 – 3.40 Somewhat Evident (SE); 1.81 – 2.60 Less Evident (LE); 1.00 – 1.80 Least Evident (LstE)

Table 3. Two-way Table of Means in the Context of ISO Certification as to Number of Years

Indicators	Mean	Verbal Interpretation
Understanding the Context of the Organization	3.95	Highly Evident
Leadership	3.94	Highly Evident
Planning	3.95	Highly Evident
Support	3.86	Highly Evident
Operation	3.98	Highly Evident
Performance and Evaluation	3.95	Highly Evident
Improvement	3.79	Highly Evident

Legend: 4.21 – 5.00 Very Highly Evident (VHE); 3.41 – 4.20 Highly Evident (HE); 2.61 – 3.40 Somewhat Evident (SE); 1.81 – 2.60 Less Evident (LE); 1.00 – 1.80 Least Evident (LstE)

Organizational Effectiveness of DepEd CALABARZON Schools Division Offices

Table 4. Level of Organizational Effectiveness of DepEd CALABARZON Schools Division Offices

Indicators	Top Management	Quality Management Representation	External Clients	Internal Clients	Mean	Verbal Interpretation
Customer Relationship	4.49	4.88	4.64	4.09	4.53	Very Highly Effective
Communication Effectiveness	4.75	4.9	4.72	4.34	4.68	Very Highly Effective
Employees' Commitment	4.65	4.71	-	4.54	4.63	Very Highly Effective
Employees' Competence	4.74	4.75	-	4.71	4.73	Very Highly Effective
Customer Satisfaction	-	-	-	-	4.82	Very Highly Effective
Addressing Risks	4.93	4.97	-	4.69	4.86	Very Highly Effective
Process Management	4.96	4.99	-	4.80	4.92	Very Highly Effective
Partnership and Linkages	4.9	5	4.36	4.98	4.81	Very Highly Effective
Awards and Recognition	4.99	4.98	4.45	4.66	4.77	Very Highly Effective

Legend: 4.21 – 5.00 Very Highly Effective (VHE); 3.41 – 4.20 Highly Effective (HE); 2.61 – 3.40 Somewhat Effective (SE); 1.81 – 2.60 Less Effective (LE); 1.00 – 1.80 Least Effective (LstE)

Significant Relationship between ISO Certification Status and Organizational Effectiveness

Table 5. Test of Significant Relationship Between ISO Certification Status and Organizational Effectiveness

No. of Indicators	r value	t value	df	Level of Sig.	Critical value	Decision
580	0.4366	11.66	579	0.05	1.9641	Reject H ₀

Significant Difference on the status of ISO Certification of DepEd CALABARZON Schools Division Offices when Organizations are Grouped According to Profile

Table 6. Test of Significant Difference on the Status of ISO Certification of DepEd Region IV-A Schools Division Offices When Organizations are Grouped According to Profile

Group size (n)	R2/n	df	Level of Sig.	Computed Value	Critical value	p-value	Decision
80	142249.4	13	0.05	20.425	22.362	0.085	Accept H ₀

Validity of the Principle of Quality Assurance in DepEd Setting

Table 7.

Organizational Effectiveness	Principle	Response	Decision
Customer Relationship	Understanding the Context of the Organization; Operation	"Increased customers' trust because of continuous improvement of people's competence (knowledge, attitude, and skills)" (Participant B) "It will increase the efficiency that will result to improved quality of service being offered." (Participant C)	Valid
Communication Effectiveness	Leadership; Operation; Improvement	"Since processes and documents are quality assured, communication with customers (including inter-office communication) is improved; clarity of instruction is observed." (Participant A) "Both internal and external customers have been heard by the Top Management because of the clients' feedback." (Participant B)	Valid
Employees' Commitment	Leadership; Support; Understanding the Context of the Organization	"All employees have expressed their commitment to continuously provide good service." (Participant A) "It will increase the productivity and the quality of work." (Participant C)	Valid
Employees' Competence	Performance Evaluation; Improvement	"The consciousness of the staff to achieve excellent service thru the adherence to the processes of the organization" (Participant A) "Since Personnel Development Program is a requirement of the QMS, upskilling of employees happens, and the Program is based on the actual needs of the personnel." (Participant B)	Valid
Customer Satisfaction	Leadership; Planning; Operation	"Through the ISO there will be a feedback mechanism where the organization will be able to know the gaps and if they are able to satisfy the customers." (Participant C) "Sustained QMS practices definitely lead to increased customers' satisfaction." (Participant B)	Valid
Addressing Risk	Leadership; Support; Planning; Improvement	"It sets specific standards and helps to implement effective strategies to achieve objectives, identify the opportunities and threats, and effectively allocate and use resources to address risks identified in the organization." (Participant A) "Risks that are present in the implementation of organizational processes are identified and mitigated; this ensures that delivery of quality products and services is not threatened, when risks are analyzed according to their potential negative impact on processes" (Participant B) "ISO certification helps in managing the organization's processes which directly contribute to employee's performance. It also ensures that processes are consistent and integrated into a fully functional quality management system." (Participant A)	Valid
Process Management	Leadership; Improvement	"With highly committed QMS leaders, management of QMS defined processes is done effectively by thoroughly examining what works well and what needs improvement and/or modification or deletion." (Participant B) "It gives the organization clearer directions to expand efforts towards building and strengthening partnership and linkages with community." (Participant A)	Valid
Partnership and Linkages	Leadership; Support	"Sustained partnership and linkages become more evident since clarity of purpose of partnership and linkages has been set and yearly evaluation of the same is done." (Participant B)	Valid
Awards and Recognition	Leadership; Planning	"It provides specific, relevant and consistent practices to create a positive work environment by helping employees see that their contributions to the organizational success are being valued." (Participant A) "The QMS certified institution also earns awards and recognition from external award giving bodies/organizations." (Participant B)	Valid

Table 8. Themes on the Validity of Quality Assurance in DepEd CALABARZON Schools Division Offices

Themes	Description	Exemplar
Quality Management System as a Beneficial Tool for an Organization	This theme describes the benefits given to an organization with an established quality management system.	- ISO certification helps in managing the organization's processes which directly contribute to employee's performance. It also ensures that processes are consistent and integrated into a fully functional quality management system. (Participant A) - Sustained QMS practices definitely lead to increased customers' satisfaction. (Participant B) - It will increase the productivity and the quality of work. (Participant C) - Having an ISO certification ensures that the Division Office follows a systematic process and makes the transactions with clients like me easier. (Participant D)
Quality Management System as an Improvement Tool for an Organization	This theme describes how an organization can improve through quality management system.	- Increased customers' trust because of continuous improvement of people's competence (knowledge, attitude and skills) (Participant B) - It helps an organization measure, monitor and interpret customer feedback to determine if the customer requirements are being met. (Participant A) - Through the ISO there will be a feedback mechanism where the organization will be able to know the gaps and if they are able to satisfy the customers. (Participant C) - As a client, I am satisfied on the performance of the Division Office since they have become ISO certified. I am able to provide feedback on the transactions that I make with them. (Participant D)

Discussion

This study was conducted to describe and validate the quality assurance principle of DepEd Schools Division Offices in CALABARZON. In particular, this study described the following: profile of the SDOs; status of ISO certification of the SDOs; level of organizational effectiveness of the SDOs; significant relationship between the status of ISO certification and level of organizational effectiveness of the SDOs; validity of the principle of quality assurance in the DepEd setting. Lastly, a framework was developed in order to sustain the implementation of the qualitative management system in an SDO.

To achieve the following, this study made use of a mixed-method research design to facilitate the conduct of the study. Quantitative and qualitative research were used to achieve the specific objectives of the study. Further, the qualitative responses of the participants were used to support the quantitative findings and achieve the fourth objective of the study.

After thorough analysis of the data gathered in the study, the following are the summary of findings of the study. With regard to the status of the ISO certification of the Schools Division Offices in DepEd CALABARZON, in terms of: Understanding the Context of the Organization, it obtained a Highly Evident (3.94) Mean; Leadership, the data revealed a

Highly Evident (3.96 WAM) result; Planning, a Highly Evident (4.04) Weighted Average Mean was gained; Support, the data revealed that the indicators were Highly Evident (3.94 WAM); Operation, it was Highly Evident (3.96 WAM); Performance Evaluation, a Highly Evident (3.94 WAM) remark was achieved, and Improvement, it was found out to be Highly Evident (3.84 WAM).

Generally, all the findings on the status of ISO certification in the Schools Division Offices in DepEd CALABARZON were highly evident which posits a very good indication of adherence to the principles of ISO 9001. With the status of ISO certification of the Schools Division Offices in DepEd CALABARZON when grouped according to the organizational profile, the study found that it is highly evident. This is reflected in the computed mean of each variable as follows: In terms of Understanding the Context of the Organization and the Size of Organization it was Highly Evident (3.94 WAM) while on the Number of Years, it was Highly Evident (3.95 WAM); In terms of Leadership and the Size of Organization, it was found to be Highly Evident (3.96 WAM) while the Number of Years was also Highly Evident (3.94 WAM); In terms of Planning and the Size of Organization, it got a Highly Evident result (4.04 WAM) and the Number of Years posits the same Highly Evident (3.95 WAM) findings; In terms of Support and the Size of Organization, it gained a Highly Evident (3.94 WAM) results while the Number of Years, also has a Highly Evident (3.86 WAM) outcome; In terms of Operation and the Size of Organization, it disclosed a Highly Evident (3.96 WAM) results, and the Number of Years has a Highly Evident (3.99 WAM) findings; In terms of Evaluation and the Size of Organization, it obtained a Highly Evident (3.94 WAM) results and the Number of Years also resulted to Highly Evident (3.95 WAM), and Lastly, in terms of Improvement and the Size of Organization, it was found out to be Highly Evident (3.85 WAM) and the Number of Years also gained a Highly Evident (3.79 WAM) findings. It can be noted that these computed means are not verbally described as the highest verbal description.

In terms of the organizational effectiveness of the Schools Division Offices in DepEd CALABARZON, the study found that the strategies they used to implement the different principles of quality management system are very highly effective. This is reflected in the computed mean of each variable as follows: customer relationship obtained a highly effective (4.53 WAM) result; communication effectiveness divulged a highly effective (4.68 WAM) result; employees' commitment revealed a highly

effective (4.63 WAM) result; employees' competence disclosed a highly effective (4.73 WAM) result; customer satisfaction was found out to be highly effective (4.82 WAM); addressing risks was scored as highly effective (4.86 WAM); process management was found to be highly effective (4.92 WAM); partnership and linkages obtained a highly effective (4.77 WAM) result, and awards and recognition revealed a highly effective (4.77 WAM) result.

In determining the significant relationship between the status of ISO certification and level of organizational effectiveness of the SDOs, the study found that there is a significant relationship between the status of ISO certification and level of organizational effectiveness of an organization. This is reflected in the data derived using Pearson moment of correlation with t value of 11.66 which is greater than critical value of 1.9641. Thus, the null hypothesis of the study was rejected.

In determining the significant difference on the status of ISO Certification of DepEd CALABARZON Schools Division Offices when respondents are grouped according to profile, the study found that there is no significant difference. This is reflected on the data derived using Kruskal Wallis test since the computed value of 20.425 is less than the critical value of 22.362 the null hypothesis that there is no significant difference on the status of ISO Certification of DepEd CALABARZON Schools Division Offices when respondents are grouped according to profile is accepted.

In terms of the validity of the principle of quality assurance in the DepEd setting, the study surfaced two themes which pointed that quality assurance is valid in a DepEd setting. These themes are *Quality Management System as a Beneficial Tool for an Organization* and *Quality Management System as an Improvement Tool for an Organization*.

Conclusion

Based on the findings of the study, the following conclusions are drawn: (1) Majority of the DepEd Schools Division Offices in CALABARZON are classified as either medium or large SDOs that enjoy three years ISO certification. (2) The status of the ISO certification of the DepEd Schools Division Offices in CALABARZON in terms of understanding the context of the organization, leadership, planning, support, operations, performance evaluation and improves are highly evident but still there are still room for improvement. Evidently, the implementation of the

ISO certification has become useful in improving the organization specifically in looking for all possible means to deliver efficient and effective services to the clientele. (3) The strategies used by the DepEd Schools Division Offices in DepEd CALABARZON to exhibit their organizational effectiveness are very highly effective. The indicators such as customer relationship, communication effectiveness, employee's commitment, employee's competence, customer satisfaction, addressing risks, process management, partnership and linkages and awards and recognition were vividly manifested because of the ISO certification. (4) There is a significant relationship between the status of ISO certification and level of organizational effectiveness of the DepEd Schools Division Offices in DepEd CALABARZON. The null hypothesis is rejected. (5) There is no significant difference on the status of ISO Certification of DepEd CALABARZON Division Offices when organizations are grouped according to profile. (6) The principle of quality assurance in the DepEd setting is valid as evidenced in the responses of the informants. (7) The proposed ALVA-QMS framework developed may be used to sustain the implementation of the qualitative management system in DepEd Schools Division Office.

Based on the findings and conclusions of the study, the following recommendations are provided: (1) The findings of the study revealed that the principle of quality assurance is valid in the operations of an organization. Thus, it is recommended that the Department of Education should make use of the ISO Certification Principles and Quality Management System to enhance and maintain organizational effectiveness as they implement "One QMS" across all levels of governance. (2) The findings of organizational effectiveness is evident for organizations that adhere to quality management principles. Thus, it is also recommended that the status of the ISO Certification and level of organizational effectiveness be adhered to by the Top Management officials of the Schools Division Offices to maintain their quality management system as the two have significant relationship. (3) The study developed a quality management framework which is designed to help schools division offices to maintain and improve their quality management system. Thus, it is recommended to the Quality Management Representatives to use the proposed framework to sustain the implementation of the qualitative management system in their respective SDOs. (4) The study developed a quality management framework which is designed to help schools division offices to maintain and improve their quality management

system. Thus, it is recommended that the Chief Education Supervisors for the Curriculum and Instruction Division utilize the proposed framework in the delivery of their services like enhancing, revisiting, and contextualizing the existing curriculum and learning competencies to match the learning delivery for the learners. (5) The study revealed that there are different aspects which can be further improved. Thus, it is recommended to the internal stakeholders that they use the findings of the study to determine how they will be able to improve their craft as a part of the organization. (6) The study showed that external stakeholders need to be more aware of the processes implemented in the quality management system. Thus, it is recommended to the external stakeholders that they provide the continued support to the implementation of Quality Management System by giving honest feedback which will help in determining the weak points of the organization that are deemed significant for the continuous improvement of the system.

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