

TOTAL QUALITY MANAGEMENT AND PROFITABILITY AMONG
SELECTED SME'S IN PANABO CITY

A Thesis
Presented to
The Faculty of UM Panabo College
Panabo City

In Partial Fulfillment
of the Requirements of the Course
Methods of Research
(RES1B)



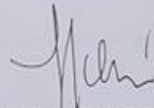
Dectinne Child C. Canoy
Roxan B. Escoto
Merasol B. Resma



March 2019

ACCEPTANCE SHEET

This thesis entitled **"TOTAL QUALITY MANAGEMENT AND PROFITABILITY AMONG SELECTED SMEs IN PANABO CITY"** prepared and submitted by **Dectinne Child C. Canoy, Roxan B. Escoto and Merasol B. Resma** in compliance with the requirements in the Research Subject under the **Department of Accounting and Business Management Education, UM Panabo College, Panabo City** is hereby accepted.



AMELIE L. CHICO, DM, FRIM
Research Coordinator



LIEZEL V. CHAN, Ph.D
Dean of College
UM Panabo College

APPROVAL AND ENDORSEMENT SHEET

This thesis entitled "TOTAL QUALITY MANAGEMENT AND PROFITABILITY AMONG SELECTED SMEs IN PANABO CITY" prepared and submitted by **Dectinne Child C. Canoy, Roxan B. Escoto and Merasol B. Resma** in partial fulfilment of the requirements for the course Research 1b, has been examined and accepted, and is hereby endorsed.


AMELIE L. CHICO, DM, FRIM
Adviser

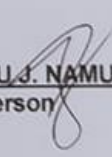
PANEL OF EXAMINERS

Accepted and Approved, after examination during the final defense as per requirements of Accounting 411 (Research 1b).

Favourably endorsed for approval to Dr. Liezel V. Chan, Dean of College of (UMPC) UM Panabo College, Panabo City

RAMONCHITO M. NALANGAN, MM
Member

ANGELOU J. NAMUAG
Chairperson



ABSTRACT

This study aimed to examine the relationship between total quality management and profitability among selected SMEs in Panabo City. Total quality management is the independent variable while the dependent variable is profitability. This study applied a descriptive correlation for sampling 26 owners/personnel of selected SMEs. A survey questionnaire of both variables has been employed for this study. The questionnaires were administered personally to the target respondents and collected by the researchers for interpretation to determine the result of the study. Furthermore, the statistical tools used in interpretation were weighted mean and Pearson-r. The overall mean for the total quality management is 4.18 with a descriptive equivalent of high. On the other hand, the overall mean for profitability is 4.20 with a descriptive equivalent of high. Findings unveil that there is a significant relationship between total quality management and profitability among selected SMEs in Panabo City.

Keywords: *TQM, Strategic Planning, Continuous Improvement, Profitability*

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DEDICATION

I dedicate this study, first my Heavenly Father who is my source of strength, knowledge and wisdom. Thank you for guiding me throughout even my hectic schedule you are always there to help me. To my very supportive mother who always there to support financial assistance. Thank you for letting me finish this study and to all my friends for helping and giving their minor advices and supports. Lastly, to my understanding group mates thank you for helping and lending all the efforts, all throughout this study. Thank you so much, I love you all more power and God bless!

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Chapter 1

THE PROBLEM AND ITS SETTING

Background of the Study

In the world of today, a few enterprises had been close because their profit is not enough to sustain their businesses. Profitability is the primary goal of all business ventures. To remain in business, profitability is essential as it measure the success of the business. However, quality of the product or service is considered critical to satisfy customers' need and remain their loyalty towards your product. Thus, it makes an important contribution to profitability.

In USA, some company's profitability affected due to lack of quality management in performing business activities. Lack of quality management delay or hinder advance and fetched the company more time and assets to achieve its objectives. Some entrepreneurs encounter closing their shops due to neglecting the quality of goods and services (Avenir, R., 2019).

In the Philippines, in a Rice Sector in CARAGA Region, profitability has been an issue due the causes of: weather, lack of machineries, human resource and slow productivity. It slows the distribution of rice to its customers and it affects their financial performance (Crismundo, M., 2019).

In Panabo City, most of the small-medium enterprises also meet the same problem regarding profitability. As per interview from the owner of one of the SMEs, they are struggling in their quality management due to their supplies directly related to strategic planning and continuous improvement activities that therefore affects their profitability.

Indeed, the researchers are motivated to conduct a study to determine if there is any relationship between total quality management and profitability among selected SMEs in Panabo City.

Statement of the Problem

This study aimed to determine the relationship between total quality management and profitability among selected small and medium-sized enterprise. Specifically it seeks to answer the following question:

- 1.) What is the level of total quality management in among selected SMEs in Panabo City?
 - 1.1 Strategic Planning; and
 - 1.2 Continuous Improvement?
- 2.) What is the level of profitability among selected SMEs in Panabo City?
- 3.) Is there any significant relationship between total quality management and profitability among selected SMEs in Panabo City?

Hypothesis

The null hypothesis of the study tested at 0.05 level of significance which stated that there is no significant relationship between total quality management and profitability among selected SME's in Panabo City

Theoretical and Conceptual Framework

This study anchored on the theory of Rokke, C. J. (2013) who pointed the total quality management with its principles; strategic planning and

continuous improvement of processes will ultimately result in more cost-effective production, which in turn improves profitability.

This is supported by theory and study of Subedi, D. K., & Maheshwari, S. K. (2007) that the total quality management may lead to increase in profitability. Commitments to high quality demand focus on issues routine operations, such as reduction on customers' complaints, machine breakdowns, defects and scraps etc.

As shown in the conceptual paradigm of the study in figure 1, the independent variable is total quality management indicated by *strategic planning* which refers to set overall goals for your business and to develop a plan to achieve them, and *continuous improvement* which involves improving products, services or processes.

The dependent variable is the profitability shown in Figure 1.

Significance of the study

The result of the study will provide insights and valuable contributions to the following:

Owner. The output of this study will help the owner of the small and medium-sized enterprise to be more aware on the management of their total quality management by determining on the effect of it to their profitability.

Employees. The output of this study will help the employees within the small and medium-sized enterprise to be more responsive and responsible on controlling their profitability on the day to day operations.

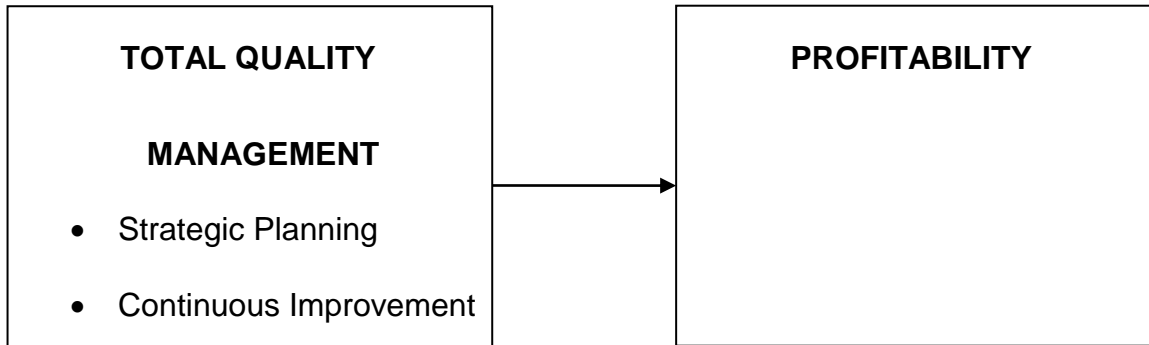
INDEPENDENT VARIABLE**DEPENDENT VARIABLE**

Figure 1. The conceptual paradigm showing the variables of the study.

Researcher. The output of this study will enhance researcher's knowledge of how essential is total quality management and profitability.

Definition of terms

Key terms are conceptually and operationally defined to give clarity on the words used in this study and for easy understanding of the readers.

Total Quality Management. Total quality management a management philosophy and company practices that aim to harness the human and material resources of an organization in the most effective way to achieve the objectives of the organization (Hoyle, D. 2007). In this study, it refers to strategic planning and continuous improvement.

Profitability. Profitability is the ability of a given investment to earn a return from its use (Nimalathasan, 2009). In this study, it is the ability of a business to earn a profit. A profit is what is left of the revenue, such as producing a product, and other expenses related to the conduct of the business activities.

Chapter 2

REVIEW OF RELATED LITERATURE

Written in this section are the various concepts and ideas from different authors and websites that are relevant to the study.

Total Quality Management

Total quality management (TQM) practices are highly significant in service sector firms as these practices are considered important in manufacturing sector firms. It is said that both organizations use input to satisfy customer needs. It is argued that in current scenario of organizations the service sector firms lags behind the firms categorized in manufacturing sector in the sense of adopting TQM in the process of business (Brah et al., 2000).

Accomplishment of TQM program is for the most part relies on top administration duty and the way how the best administration is submitted toward authoritative objectives. They contended that it is exceptionally hard to rouse bring down dimensions of people groups where the fundamental procedures of association is finished and people are the key of an association whose are specifically collaborating with the administration. They further said that it is conceivable to bring down the dimension of people if the best administration is submitted and they have a dream for the future that is clear and persuading and furthermore giving a vital authority Tsang and Antony (2001).

Furthermore, total quality management conveys add up to consumer loyalty through upgraded quality. When something is seen to be of good quality, it has acknowledged determinable and recognizable attributes that are

avored or wanted. These attributes can be either physical or social in nature. Guaranteeing that these qualities are available requires (a) control systems, (b) confirmation of control, (c) learning components, and (d) at last a type of outsider (client) fulfilment. Control systems, alongside control confirmation, accentuate process the board, methods for activity, and the certification of their appropriate usage. Learning systems create information that yields procedure, item, or administration offering enhancements. Outsiders fulfilment is acknowledged when a given substance sees that their requirements are met through the previously mentioned social or physical qualities additional by Rungtusanatham, Ogden, & Bin Wu (2003).

Broke down basic opposing and main impetuses that advanced or denied usage of TQM by concentrate 200 assembling associations in Egypt. The main impetuses in Egypt's associations were client introduction, management commitment, worker inclusion, and enhancing correspondence among the executives and work. The opposing powers were deficient foundation, absence of preparing, insufficient information, and authoritative protection from change, absence of able administration, asset constraints and absence of government responsibility. The investigation inferred that preparation program is the most vital factor in usage of TQM as it improves labourers' abilities (Salaheldi, 2003).

The purpose of the study is to decide the degree of the utilization of the standards of total quality management at the Arab-American colleges from its employees and decide the most TQM standards pertinent in the college. It likewise looked at the acknowledgment of the investigation test of the degree of the utilization of the standards of aggregate quality administration at the

college, as indicated by a few individuals from the autonomous factors levels (Alawneh, 2004). Moreover, TQM empowers social insurance associations that recognize client necessities the benchmark for best practices, and enhance procedures to convey fitting consideration and lessen the recurrence and seriousness of medicinal blunders. TQM usage may prompt higher quality consideration, enhanced patient fulfilment, better worker confidence and expanded efficiency and gainfulness. Alexander et al. (2006); Cauchick Miguel (2006); Kunst and Lemmink (2000); Macinati (2008).

Conventionally the study made aimed to give a structure that underlines the persistent enhancement of generally speaking quality in training as worthy for the execution of total quality management programs in advanced education and vehicle the board. What's more, add up to quality administration has been examined in advanced knowledge by taking a gander at the different fundamental factors, for example, the current instructive practices and snags to add up to quality administration and rate of profitability in the board applications (Venkatraman, 2007).

In addition, total quality management centers around consumer loyalty as well as give smoothed authoritative structure. By and large different supervision levels decrease powerful correspondence and deftness. Along these lines add up to quality administration likewise gives levelled authoritative structure to progressive associations. Because of these compelling correspondence different divisions can rapidly respond to the need of clients and market by Li et al. (2008).

The fruitful execution and appropriation of TQM rehearses require arranging, time and exertion. Various examinations have been done to

explore practices of TQM and to analyze its execution procedure. The regular finish of these investigations is that the execution procedure is integral to the long haul achievement of TQM inside an association and usage is firm-particular (Salaheldin, 2008).

In the ongoing decades add up to total quality management (TQM) has turned into the lively marvels in authoritative administration rehearses, today associations those desire to be on the cutting limit of process enhancement, business process streamlining, tasks reengineering and squander decrease are moving to get a handle on the ongoing pattern that is the light emission (Sit et al. 2009).

Consistent and across the board instruction and preparing give a decent establishment to social change required for TQM usage. Coaching and preparing help build up workers' abilities on a nonstop premise. The survey of writing supports the significance of proper instruction and preparing during the time spent TQM execution (Goetsch and Davis, 2010; Palo and Padhi, 2003; Yusof and Aspinwall, 2000).

This study utilized six key factors of TQM which are required to appropriately cover the thought. These components are top organization obligation, customer focus, people the board, supplier quality organization, steady upgrade, and process the administrators. Top organization's duty is a key TQM factor (Abusa, 2011).

Furthermore, the fruitful execution and appropriation of TQM rehearses require arranging, time and exertion. Various examinations have been done to explore practices of TQM and to analyze its execution procedure. The regular finish of these investigations is that the execution procedure is integral to the

long haul achievement of TQM inside an association and usage is firm-particular (Talib F. & Rahman Z., 2011). In addition, in a study of an examination inspected the impact of exercises of Total Quality Management on quality execution and development execution and inferred that the use of aggregate quality administration, for example, center around clients, ceaseless enhancement, process the board and work force the executives have a positive huge effect on quality execution and advancement execution (Sampaio et al., 2012).

An imagine proposition for the improvement of Jordanian scholarly instruction utilizing absolute quality administration entrance. It has been utilized in this investigation as an illustrative way to deal with aggregate quality administration entrance and the examination in the light of contemporary authoritative idea and how to apply this methodology in college training, the analysis found the Jordanian colleges as it currently stands can't stay aware of worldwide changes and changes, where the investigation set forward a proposition to envision another system for dealing with the general improvement of college instruction quality and the essential certifications and additionally the fundamental techniques to add to the productivity and viability of the proposed managerial control (Abdel Qader, 2013).

The world experience of the modern improvement demonstrates that alongside the viably applied technologies, organizational technologies turn out to be progressively essential. The organizational management advancements are fundamental ideas of making and keeping up viable working of inner procedures at undertakings. Lean generation is one of those cutting edge authoritative administration advancements. This idea speaks to the expansion

of organization's proficiency, which depends on interior assets of big business (E. S. Balashova, V.N. Yuriev, 2014). In constituent, Total Quality Management (TQM), it encounters FOCUS on specific procedures and the inalienable techniques around this specific esteem chain of the association. Cross-practical administration ought not to be an issue also. It's tied in with improving and more financially savvy (Jasper, R., 2014).

Further explains that it has been seen that expressing of TQM creates used across over various examinations may be uncommon, in a couple of examinations TQM assembles are insinuated as "practices," while in various examinations, these are either referenced as "Critical success factors (CSFs)" or even "benchmarks" yet the ramifications of manufactures proceed as previously (Sinha, N., Garg, A. K., & Dhall, N., 2016).

Total Quality Management is distinguishes as extraordinary compared to other intends to accomplish instructive objectives and goals yet it was not utilized in school association on the grounds that the TQM rehearses are as yet looked with difficulties, for example, non attendance of a controlling TQM structure, insufficient HR, absence of administration, and view of TQM as a program rather than a culture of constant enhancement (Kassim, A. O., PhD., & Oyetaju, O. L., PhD., 2017)

Total Quality Management (TQM) is a customer-based reasoning for progressing the quality of products and expanding customer fulfillment by rebuilding traditional management hones. A fundamental part of TQM is continuous process enhancement, which is accomplished by utilizing analytical techniques to settle the causes of issues. The objective isn't just to settle issues but to enhance procedures so that the issues do not repeat.

Value engineering can be utilized as an explanatory technique in the TQM process.

Strategic Planning. Strategic planning may encourage the clarification of trade objectives, efficient in gathering of data, prioritization of ventures, cooperation, natural responsiveness, communication of strategic intent to all partners, and a progressed performance. Strategic planning process may deliberately position a business by striking a balance between how it works and the prerequisites of the environment as the author's views. From the previous contentions, advocates of the strategic planning process maintain the prospect that strategic planning may not be account as nostrum to commerce victory, but if well handled, business are able to clarify future heading, build up needs, successfully react to the energetic trade environment and, subsequently, move forward their performance (Fraser and Stupak, 2002, p. 1205).

Key aspects of strategic planning encompass the long term prospect of an organization, characterizing the line of trade and guaranteeing a strategic 'fit' or 'balance' between the commerce and its environment. This idea proposes that a strategic fit assist an organization to capitalize on opening that emerge and to limit the dangers postured by unsteady demand situations (O'Regan and Ghobadian, 2004).

On the other hand, the key aspects of strategic planning encompass the articulation of a mission statement of the business, setting up the goals, making and actualizing the methodologies, and checking and controlling the advancement in strategy implementation. In other words, the endeavor plans for long-term by envisioning how and what tomorrow will be like and after that,

making choices based on those recognitions of long-term (Dincer, Tatoglu, and Glaister, 2006).

Additionally, organizations clearly have a competitive advantage when they can create a viable strategic plan, empowering the transparency and organizational interactivity the method of strategic planning which cultivates commitment, participation, and collective inventiveness (Dror and Sukenik, 2011).

Change is the consistent in our world, that organizations are more forbid than ever some time recently, and that public and non-profit organizations must be able to operate in strategic ways more so than in the past (Bryson, 2011).

Overtime, SMEs have attempted each time to distinguish different ways in order to manage vulnerabilities more easily, which were the foremost dreaded adversary of them. After numerous endeavors, which are pointed at debilitating or indeed destroying this kind of enemy, SMEs were at long last able to recognize the foremost effective weapon, by which they can win the battle absolutely. This weapon of war is within the administration and the showcasing writing as the strategic planning (Lonescu, F. T.,2012).

Moreover, strategic planning over organizations is required to form an energetic fit with the natural changes and precariousness by acting proactively with asset conveyance to buffer dangers, and by moving best management's consideration to overseeing vulnerabilities. Such an approach will have a positive impact on organizational performance, which in turn will result in circuitous enhancements in organizational long-term and medium-term performance (Zairi, 2013).

Formalized strategic planning measurement is one of the fundamental steps required to grasp a satisfied excellence culture within organizations when actualizing the TQM philosophy. Generic TQM measurements have been examined and investigate appears that commitment from authority coupled with strategic planning are the two most prominent start-up success factors. Attention is required to convert an organization toward competitive success to guarantee long-term economic health (Araujo and Shampaio, 2014 and Arshida, 2013).

Strategic plan must connect the foremost valuable asset, to be specific individuals who accomplish the vision, mission and strategy. This exertion includes pioneers, manager, employees, clients and suppliers all through the organization, deciphering clients' necessities into short-term as well as long-term plans that direct the exercises of each division (Dahlgardet. Al., 2015).

Strategic planning is based on the process of decision making and it determines the direction of the organization and its future outlook, as well as the way to achieving that future. To implement TQM work viably, it is fundamental that the top management recognize and grasp strategic planning as a necessary portion of the organization to encourage their workforce toward excellence in everything they do to make long-term success in the organization, which is fundamental to productive trade improvement within the long run (Zubair, 2013; Suarez, Calvo-Mora, and Roldan, 2016).

Continuous Improvement.“Total” in TQM characterizes as the association of each angle by everyone inside the organization for continuous improvement of that organization. The concept of “quality” in TQM

isn't clear as the meaning and translation of definition of quality get shift from individual to individual (Rao, 2003).

The strategic base for a continuous improvement framework needs be around client, procedure and individuals. Without the client, there's no commerce. With the clients as the central base, individuals and forms combine to meet client needs and desires (Oakland, 2005).

Furthermore, quality improvement process is long term procedure. It takes emplacement other than at distinctive places. There's no one right way for colleges to set out a travel towards continuous improvement. So we cannot indicate one way to make strides quality of higher instruction institution, but TQM standards serves as an entirety for totality of excellence in all viewpoints of the organization (Dew and Nearing, 2005).

The framework for continuous improvement hence requires instruments that vertically interface all hierarchical levels to encourage worker and manager actions through intelligent with upper administration. These can be executed by utilizing approaches such as Kaizen and client relationship management. It is additionally vital to make and keep up a culture that both encourage workers to recommend changes and plans them to anticipate customary alter - in other words, alter gets to commerce as usual. This is why preparing and career ways are impressive as they contribute workers the parts, specialist and duty to act as continuous improvement specialist. Also, administration gives inspiration and the opportunity for workers to take part in continuous improvement activities (Anand et al., 2009).

Moreover, continuous improvement is set, organized and systematic process of proceeding, incremental and company-wide alter of existing run

over to move forward company performance. Continuous improvement is one of the centre techniques for fabricating fabulous and is considered imperative in today's business environment (F. Ahmad, N.Zakuan, a Jusoh, Z. Tasir, &J. Takala, 2013).

Notwithstanding authority was extensively considered within the administration field, it has not 'been brought to bear within the quality field. The display study aims to fill a few of these holes within the existing operations administration writing by recognizing which particular impact strategies tend to be more compelling than others in requesting representative commitment to continuous improvement errands, by analyzing how the utilize of those impact strategies influences the manager's viability in executing continuous improvement activities (Lam, M., O'Donnell, M., & Robertson, D., 2015).

Continuous improvement has demonstrated to be a valuable way of business approach in centering low cost investment and high return enhancement in large, medium and small companies. Continuous improvement strategy has ended up broadly embraced as giving a significant component for expanding company competitiveness. Continuous improvement empowers a company to be more fruitful within the interest of a particular methodology or set of targets (M. F. Ahmad, R. Z. R. Rasi, N. Zakuan, M. . Haji-Pakir, and J. Takala, 2016).

Similarly, continuous improvement is a dynamic process to correct the workflow for the improvement of the organization. In addition, pioneers take activity to achieve continuous improvement by little changes as to progress the TQM process instead of radical changes. Individuals work in a group as a

portion of continuous improvement exertion. There are distinctive steps in continuous improvement where group individuals look at each step to decide when the bottlenecks happen in arrange to diminish the abandons and improve customer satisfaction. It isn't sufficient to make strides the quality of ideas required advancement strategies are used in TQM to diminish the complaint rate or defects rate and it creates inventive ideas to create the competitive excellence(Kumar, V., & Sharma, R. R. K., 2017).

Also, continuous improvement is the vital viewpoint to recognize as however we improve, the competitors around are ceaselessly enhancing making quality more challenging and request of customer's increment. So, continuous improvement is fundamental for quality affirmation (Aziz, S., Mahmood, M., &Bano, S., 2018).

Profitability

These are continuous improvement and benchmarking. As mentioned earlier, this study is also essential in exploring the degree of impact of HRM and TQM practices on organizational quality performance measured in terms of employee satisfaction, employee quality awareness, customer satisfaction, company's image, improved competitiveness, and increased profitability. These quality performance measurements, except for "improved competitiveness", and "increased profitability", are adapted from Yang's (2006) study. This is to say that this study adds another two quality performance dimensions to be investigated.

On the other hand, ISO officially defines TQM as a means of management which aims to promote the continued participation and cooperation of all its members in the improvement of quality, in order to

achieve customer satisfaction, the organization's long-term profitability, and benefits for its members, in accordance with the requirements of society (Cheng and Liu, 2007).

An effective TQM implementation enables healthcare organizations to identify clients' requirements to deliver appropriate care the benchmark for best practices and improve processes to reduce the frequency and severity of medical errors. These activities lead to high quality healthcare services, patient satisfaction, and increased productivity and profitability (Alexander et al., 2006; Macinati, 2008).

Furthermore, profitability is described as "the capacity of offered speculation to gain a return from its utilization". The words profitability is made out of two words profit and ability. The word profits have been characterized however the importance of profit varies as per the utilization and reason for the venture to procure the profits. In this way the word profitability might be used as the capacity of offered speculation to acquire a return from its utilization. Profitability ratios measure the association's capacity to create profit and focal venture to security analysis, investors, and speculators. Profitability is the essential proportion of the general achievement of business. The analysis of profitability ratios is significant for the shareholders, creditors, planned financial specialists, prospective investors, bankers and government alike (Nimalathan, 2009).

In addition, productivity gains, meanwhile, will lead to more efficient product design and thereby to reduced costs. Increased productivity will also enable process improvements with the potential to result in income gains due to product reliability, while also reducing costs. The reduction in waste

resulting from increased product quality will also enhance efficiency and thereby profitability (Corredor, P., & Goñi, S., 2010).

TQM philosophy emphasizes that by effectively managing these critical components, the benefits such as lower cost, increased employee motivation and satisfaction, improved profitability, and improved reputation and market share will inevitably follow. Incorporation of these components or elements in TQM practices will help in adding value to the organizations seeking quality and productivity improvements and ultimately financial performance improvements (Desai, T. N., 2010).

Moreover, TQM implementation performance materialized in improved position in relation to competition pronounced improvement of profitability and increase productivity. Also, global financial performance is positively correlated with TQM implementation, "market access" and "market competition". Entities in the sample analyzed, almost all entities have implemented a quality program, and most have adopted TQM (Necula, C., 2011).

Profitability is one amongst the most essential targets of money related administration since one objective of monetary administration is to amplify the proprietors' wealth, and, profitability is crucial determinant of execution. A business that isn't beneficial can't endure. On the other hand, a business that is profoundly profitable can remunerate its proprietors with an extensive profit for their speculation (Hifza Malik, 2011).

Additionally, profitability is 'the capacity of a given investment to procure a return from its utilization. In any case, the term 'Profitability' isn't synonymous to the term 'Efficiency'. Profitability is a list of effectiveness; and

is viewed as a proportion of proficiency and the executive's manual for more noteworthy effectiveness. However, profitability is a critical measuring stick for estimating the effectiveness, the degree of profitability can't stand as a last verification of proficiency. In some cases satisfactory profits can check wastefulness and on the other hand, an appropriate level of proficiency can be joined by a lack of profit. The net profit figure essentially uncovers a palatable harmony between the qualities get and esteem given. The change in operational productivity is just one of the variables on which profitability of an establishment to a great extent depends. In addition, there are numerous different factors other than productivity, which influence the profitability (Harward& Upton, 2012).

TQM improves the business performance both internally and externally. Internally, improvement in quality results in higher productivity, which enables the organization to lower prices, if it wishes to compete on prices. Externally, higher quality improves customer satisfaction, increases customer loyalty and these results in increased market share and higher profits. Increased market and profitability as the major tangible benefits along with reduction in cost, improvement in quality and productivity and reduce employee grievances (Kaur, M., Singh, K., &Inderpreet, S. A., 2013).

Furthermore, if the company centers on the advancement of the quality of items and workstream through administration, there will be customers' fulfilment driving to extend in turnover, cost minimization and the next level of profitability achievement. It is expected expected that on the off chance that fabricating SMEs make quality advancement a need, desired profit level would be accomplished (Okpala Kenneth Enoch, 2013).

The importance of profitability as a performance measure includes its characteristic of significantly affecting the organization's achievement of other financial goals. Another factor explaining the importance of organization profitability is its effect on economic growth, employment, innovation and technological change (Yazdanfar, 2013).

Moreover, profitability is the key thought process behind each financial speculation. Most lenders contribute in business to address the issue of riches maximization and shareholders' financial welfare. Due to the complexity and the level of money related cost included within the foundation of a large company, a few financial specialists resort to small or medium enterprises (SMEs) which develop over time into medium or large organizations as the case may be (Okpala Kenneth Enoch, 2013).

The principal objective of a business is to increase profitability and productivity and in connection, decrease costs. Since high cost is a situation which frequently occurs due to low quality, total quality approach brings quite important contributions. Such as prevention of cost problem and enabling increases in productivity in line with its principles of converging zero error and provide 100% customer satisfaction. Besides, the continuous improvement works of TQM (Gürel, P. A., PhD. 2014).

Also, companies can improve quality customer service by creating a service culture, which signifies that workers are entirely well-informed of the product or service and enjoy outstanding communication abilities and predicting customer preferences before time. It is believed that high service quality improves customer satisfaction, boosts market share, and adds

to profitability of organizations (Ratny, S., Arshad, A. M., & Gaoliang, T., 2018).

The above discussions are review of related literature that support the variable of the study which is total quality management and profitability. That helps the researchers to develop a better understanding on the relationship of the two variables.

Chapter 3

METHOD

This chapter contains the discussion of research design, research subject, research instrument, data gathering procedures and statistical treatment of data.

Research Design

The researchers used the descriptive correlation method. The descriptive correlation method provides essential knowledge about the concepts used in the study as well as their relationship with each other (Kalaw, J. F., M.B.A., 2014). This study used descriptive method because it is designed to describe the level of the two variables and correlation method because it is specified the relationship between total quality management and profitability among selected SMEs in Panabo City.

Research Subject

The respondents of this study were the owners of selected SMEs in Panabo City. The researchers utilized random sampling because there were some enterprises which would not accommodate research-related activities. There were 26 respondents who answered the questionnaire in determining the level of total quality management and profitability.

Research Instrument

The instrument used in determining the respondent's response in the independent variable is a standard questionnaire taken from Sadikoglu, E. (2014) and Shiroya, D. (2013) and the dependent variable is the researchers'



made questionnaire. The research questionnaire consists of two parts, namely: part one which pertains to the extent of total quality management and part two refers to the assessment of the profitability, which was validated by an expert. The respondents were asked to check single selected choice on the range of 5 to 1 for the two parts.

To determine the level of total quality management among selected SMEs in Panabo City, the following rating scales were used:

Scale	Descriptive Equivalent	Interpretation
4.21 - 5.00	Very High	This means that total quality management is always practiced.
3.41 - 4.20	High	This means that total quality management is often practiced.
2.61 - 3.40	Moderate	This means that total quality management is sometimes practiced.
1.81 - 2.60	Low	This means that total quality management is less practiced.
1.00 - 1.80	Very Low	This means that total quality management is not practiced.

To determine the level of profitability among selected SMEs in Panabo City, the following rating scales were used:

Scale	Descriptive Equivalent	Interpretation
4.21 - 5.00	Very High	This means that profitability is very satisfactory.
3.41 - 4.20	High	This means that profitability often satisfactory.
2.61 - 3.40	Moderate	This means that profitability is satisfactory
1.81 - 2.60	Low	This means that profitability is less satisfactory.
1.00 - 1.80	Very Low	This means that profitability is not satisfactory.

Data Gathering Procedures

The process in conducting the study is involved the following steps:

Seeking Permission to Conduct the Study. The researchers sent a letter asking permission to the manager or owner of establishments to conduct study.

Validation of the Instrument. The questionnaire was validated by validators.

Administration of the Instrument. Upon approval, the researchers personally administered the questionnaire. The distribution was done during their free time. Personal interviews were conducted for clarity of the answers from the respondents.

Retrievals of the Questionnaire. After the researchers' administration of the questionnaire, the data were immediately collected.

Collection of Data. After collecting the questionnaire, it was immediately tallied and was subjected to statistical interpretation.

Statistical Treatment of Data

The following statistical tools were used in this study:

Weighted mean. This was used to determine the level of total quality management and profitability among selected SMEs in Panabo City.

Person-r. This was used to determine the significant relationship between total quality management and profitability among selected SMEs in Panabo City.

Chapter 4

PRESENTATION, INTERPRETATION AND ANALYSIS OF FINDINGS

This chapter presents the analysis and interpretation of data relevant to the queries in the statement of the problem. The researchers presented the gathered data, following the order to the sub-problem. The sequences of the major topics in the study are as follows: the level of total quality management among selected SMEs, the level of profitability among selected SMEs, significant relationship between total quality management and profitability among selected SMEs in Panabo City.

Level of Total Quality Management among Selected SMEs

In Panabo City

The level of total quality management is evaluated on five-item question in every indicator relating to total quality management among selected SMEs in Panabo City.

Shown in Table 1 is the level of Total Quality Management among selected SMEs in Panabo City with the total over-all mean of 4.18 describe as high. It means that the total quality management is often practiced. It indicates that SMEs exercises quality management not only on their products but also in services to raised profitability.

Furthermore, as reflected in table 1, the first indicator is *strategic planning* with the mean of 4.22 as very high. It means that the total quality management is always practiced. It indicates that the owner of the SMEs practices TQM by developing objectives and strategies and communicate it to their employees. As stated by Fraser and Stupak (2002), strategic planning

Table 1

**Level of Total Quality Management among Selected SMEs
in Panabo City**

Items	Mean	Descriptive Equivalent
A. Strategic Planning		
1. We have a mission statement which has been communicating throughout the firm and is supported by our employees.	4.15	High
2. We develop and implementing our strategies and plans based on data concerning customers' requirements and the firm's capabilities.	4.35	Very High
3. The management communicating its strategy and objectives to the staff.	4.35	Very High
4. Customers' needs are taken into account when establishing objectives.	4.12	High
5. Our quality strategies affecting all organizational areas and managerial activities.	4.15	High
Mean	4.22	Very High
B. Continuous Improvement		
1. The company has a system for segregating needed items (inventory, machinery and equipment, documents, supplies, parts, etc.) from unneeded items.	4.23	High
2. The company has signboards and labels for easy locating and identification of various departments, inventory, machinery and equipment.	4.00	High
3. The office has records management system allowing for easy location and retrieval of needed documents.	4.46	Very High
4. The company is clean, orderly, hygienic, and has no unnecessary items, dust or dirt lying on the floors.	4.00	High
5. Each department in the company has on-going plans and programs identifying and eliminating all possible sources of wastes in the company's operations.	4.12	High
Mean	4.15	High
Over-all mean	4.18	High

Legend:

Scale	Descriptive Equivalent
4.21-5.00	Very High
3.41-4.20	High
2.61-3.40	Moderate
1.81-2.60	Low
1.00-1.80	Very Low

process may deliberately position a business by striking a balance between how it works and the pre-requisites of the environment. Item number 2 and 3 got the highest mean of 4.35 describe as very high in *developing and implementing strategies and plans* and *communicating it to the staff*. It means that total quality management is always practiced. It implies that the SMEs are developing and implementing strategies and plans throughout the entire enterprises. While the lowest item is number 4 with a mean of 4.12 described as high in *customers' needs are taken into account*. It means that the total quality management is often practiced.

The remaining item which are number 1 and 5 have mean of 4.15 with a descriptive equivalent as very high in *communicating the mission statements and quality strategies*. It means that the total quality management is always practiced.

The second indicator is *continuous improvement* with the mean of 4.15 described as high. It means that the total quality management is often practiced. It indicates that the owner of SMEs are competing their products and/ or services through continuous improvement in order to have profitable sales. As what F. Ahmad, et al. (2013) said, that the continuous improvement is set, organized and systematic process of proceeding, incremental and company-wide alter of existing run over to move forward company performance.

Item 3 got the highest mean of 4.46 in *having records management system* with the descriptive equivalent of very high. It means that the total quality management is always practiced. It indicates that the owners of the SMEs providing organized systematic data for easy to locate and retrieve.

On the other hand, item 2 and 4 got the lowest mean of 4.00 described as high in *having signboard and labels and clean, orderly, hygienic and has no unnecessary items, dust or dirt lying on the floor*. It means that total quality management is often practiced. It implies that the SMEs shall be visible to the customers and well-groomed.

The remaining item 1 and 5 got the mean of 4.19 and 4.12 respectively describe as high in *systematic segregation of needed items from unneeded and have on-going plans and programs to identify and eliminate all possible sources of wastes in the operations*. It means that the total quality management is often practiced.

Level of Profitability among selected SMEs in Panabo City

The level of profitability is evaluated based on 10 item questions relating to the profitability among selected SMEs in Panabo City.

Shown in Table 2 is the level of profitability among selected SMEs in Panabo City with the overall mean of 4.20 described as high. It means that the profitability is satisfactory. It indicates that the SMEs produce good profit. According to Nimalathan (2009), Profitability is characterized as the capacity of offered speculation to acquire a return from its utilization.

Furthermore, as reflected in table 2, item 3 and 6 got the highest mean of 4.35 described as very high in *processing improvements and minimizing cost problem*. It means that the level of profitability is very satisfactory. It implies that the SMEs doing improvements in products or services offered while minimizing cost problem to increase profitability. While item 5 and 7 got the lowest mean of 4.04 described as high in *having economic growth*,

Table 2**Level of Profitability among selected SMEs in Panabo City**

Items	Mean	Descriptive Equivalent
Profitability		
1. Has continuing participation and cooperation of all its members in the improvement of quality, in order to achieve profitability.	4.23	Very High
2. Providing benefits such as lower cost, increased employee motivation and satisfaction may improve profitability.	4.19	High
3. Will enabling process improvements with the potential to result in profitability.	4.35	Very High
4. Providing advancement of the quality of items and work stream leads to company's profitability.	4.15	High
5. Having economic growth, employment, innovation and technological change may affect profitability.	4.04	High
6. Minimizing cost problem and enabling to increase in productivity	4.35	Very High
7. Having operational productivity on which profitability depends.	4.04	High
8. Having organizational quality performance measured in terms of employee quality awareness and customer satisfaction may increase profitability.	4.31	Very High
9. Having improvement in quality results in higher productivity, which enables the enterprises to lower prices.	4.15	High
10. Measuring the enterprises' capacity to create profit and focal venture to security analysis, investors and speculators.	4.20	High
Over-all Mean	4.20	High

Legend:**Scale**

4.21-5.00

3.41-4.20

2.61-3.40

1.81-2.60

1.00-1.80

Descriptive Equivalent

Very High

High

Moderate

Low

Very Low

employment, innovation, and technological change and operational productivity.

It means that the profitability is often satisfactory. It indicates that SMEs adopt changes to continue deliver quality products or services to their customer and increased profitability.

The remaining items, item 8 and 1 with the mean of 4.31 and 4.23 described as very high in *having organizational quality performance and continuing participation and cooperation of all its members in the improvement of quality.* It means that the profitability is very satisfactory. Followed by items 10 and 2 with the mean of 4.20 and 4.19 described as high in *measuring the enterprises' capacity to create profit and focal venture and providing benefits such as lower cost, increased employee motivation and satisfaction.* Next are item 4 and 9 with the same mean of 4.15 described as high in *providing advancement of the quality of items and work stream and enabling the enterprises to lower prices.* It means that profitability is satisfactory.

Significant Relationship between the Total Quality Management and Profitability among Selected SMEs in Panabo City

Shown in Table 3, is the significant relationship between the Total Quality Management and Profitability. The result of computation of r-value is 0.87 associated with the P-value of 0.00 less than 0.05 level. Thus, the null hypothesis is rejected, therefore there is significant relationship between total quality management and profitability among selected SMEs in Panabo City. It means that SMEs practicing TQM through strategic planning which will be their guide in achieving their goals and proper management on their resources. Aside from strategic planning, continuous improvement also plays

Table 3
Significant relationship between Total Quality Management and Profitability among Selected SMEs in Panabo City

CORRELATION

Total Quality Management

Profitability	0.87
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P-value (0.00) < 0.05

SIGNIFICANT

an important role as SMEs adopt changes in market place & customer's preference. It indicates that total quality management can help increase profitability of the SMEs.

The theory of Rokke supports this study, C. J. (2013) who pointed the total quality management with its principles; strategic planning and continuous improvement of processes will ultimately result in more cost-effective production, which in turn improves profitability. Thus, implementation of total quality management may increase profitability.

Chapter 5

SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATION

This chapter presents the summary of findings, conclusions and recommendations of the study.

Summary of Findings

The findings of the study were the following:

1. The overall mean rating obtained by total quality management is 4.18 in terms of strategic planning and continuous improvement which is indicated as often practiced.
2. The overall mean obtained by profitability is 4.20 which indicated as often satisfactory.
3. The computed r-value is 0.873 with the P-value of 0.000 which is less than the 0.05 level of significance. Thus the null hypothesis is rejected.

Conclusions

Based on the findings of the study, the following conclusions are drawn:

1. The level of total quality management among selected SMEs in Panabo City in terms of strategic planning and continuous improvement is high.
2. The level of profitability among selected SMEs in Panabo City is high.

3. There is significant relationship between total quality management and profitability among selected SMEs in Panabo City.

Recommendation

Based on the findings and conclusions of the study, the following recommendations are drawn:

1. Owners of SMEs must include customers' need as part in their strategic planning. Customers' is the main source of every business since they are the consumer of goods and services. Without them, there will be no profit at all. Owners of the SMEs must have a signboards or labels of the inventories, machinery or equipment for the employee to easy locate the necessary items for the day to day processes or transactions. Also, the entire workplace must maintain cleanliness as it affects not only to the employer or employees but also to the customers that might not continue patronizing the products or services if not well-observed.

2. Owners of the SMEs must adopt changes in the economic growth, employment, innovation and technological change. If the expenses increasing, they must increase their prices but still align in the price ceiling. Create new products, add more services, and use latest technologies since it most preferable by customers and reliable in functions. The advances of technology gives an edge to the other SMEs because effectivity and efficiency are what customers' wants and fulfils there satisfaction. The owners of the SMEs must as well have an operational productivity to be able to sustain the demand of the customers in the market place. The output, the products or

3. The researchers would like to recommend a further study concerning the impact of total quality management on profitability to all businesses particularly SMEs in Panabo City through using other indicators.



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APPENDIX A-1

Letter of Permission to Conduct the Study

March 5, 2019

SMEs
Owner/Manager
Panabo City

Sir/Madam:

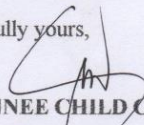
The undersigned are Accounting Technology students of UM Panabo College, currently conducting a research study entitled, "**TOTAL QUALITY MANAGEMENT AND PROFITABILITY AMONG SELECTED SMES IN PANABO CITY**" as one of the final requirements of the course Research 1b.

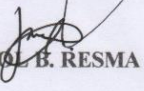
In line with this, we would like to ask permission from your good office to let us conduct the study mentioned above through answering our research questionnaire. Rest assured that the data to be gathered will remain confidential and to be used only for academic purposes.


We are hoping for your favourable response to this matter.

Thank you.

Respectfully yours,


DECTINNEE CHILD C. CANOY


MERASOL B. RESMA


ROXANNE B. ESCOTO
Researcher

Noted by:


PROF. RAMONCHITO NALANGAN
Research Adviser

APPENDIX A-2

Letter of Permission to Conduct the Study

March 5, 2019

DIZER LINE TRAVEL & TOURS, INC.

Owner/Manager
Gaisano Grand Mall, Prk. Chico
Sto. Niño, Panabo City

Sir/Madam:

The undersigned are Accounting Technology students of UM Panabo College, currently conducting a research study entitled, "**TOTAL QUALITY MANAGEMENT AND PROFITABILITY AMONG SELECTED SMES IN PANABO CITY**" as one of the final requirements of the course Research 1b.

In line with this, we would like to ask permission from your good office to let us conduct the study mentioned above through answering our research questionnaire. Rest assured that the data to be gathered will remain confidential and to be used only for academic purposes.

We are hoping for your favourable response to this matter.

Thank you.

Respectfully yours,


DECTINNEE CHILD C. CANOY


MERASOL B. RESMA


ROXANNE B. ESCOTO
Researcher

Noted by:


PROF. RAMONCHITO NALANGAN
Research Adviser

APPENDIX B-1

Letter of Request for Validation

February 4, 2019

MARJORIE LIBRANDO, CPA, MBA
Professor
UM Panabo College
Panabo City

Ma'am:

You are one of the chosen expert evaluators of our questionnaire on "**TOTAL QUALITY MANAGEMENT AND PROFITABILITY AMONG SELECTED SMEs IN PANABO CITY**".

In view of this, it would be very much appreciated if you can share your expertise by rating its contents. It would be a great help also for the undersigned, if you can write any comments, suggestions, and recommendation that will improve the above mentioned questionnaire.

Thank you very much for your support and valuable contribution to this request.

Respectfully yours,


Canoy, Dectinee Child C.


Escoto, Roxan B.


Resma, Merasol B.

Researchers

Noted by:


PROF. RAMONCHITO NALANGAN
Adviser

APPENDIX B-2

Letter of Request for Validation

February 4, 2019

AMELIE L. CHICO, DM
Research Coordinator
UM Panabo College
Panabo City

Ma'am:

You are one of the chosen expert evaluators of our questionnaire on **"TOTAL QUALITY MANAGEMENT AND PROFITABILITY AMONG SELECTED SMEs IN PANABO CITY"**.

In view of this, it would be very much appreciated if you can share your expertise by rating its contents. It would be a great help also for the undersigned, if you can write any comments, suggestions, and recommendation that will improve the above mentioned questionnaire.

Thank you very much for your support and valuable contribution to this request.

Respectfully yours,


Canoy, Dectinne Child C.


Escoto, Roxan B.


Resma, Merasol B.

Researchers

Noted by:


PROF. RAMONCHITO NALANGAN
Adviser

APPENDIX B-3

Letter of Request for Validation

February 4, 2019

ANGELO NAMUAG
Professor
UM Panabo College
Panabo City

Sir:

You are one of the chosen expert evaluators of our questionnaire on **“TOTAL QUALITY MANAGEMENT AND PROFITABILITY AMONG SELECTED SMEs IN PANABO CITY”**.

In view of this, it would be very much appreciated if you can share your expertise by rating its contents. It would be a great help also for the undersigned, if you can write any comments, suggestions, and recommendation that will improve the above mentioned questionnaire.

Thank you very much for your support and valuable contribution to this request.

Respectfully yours,


Canoy, Dectinnee Child C.


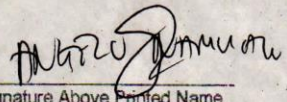

Escoto, Roxan B.




Resma, Merasol B.



Researchers

Noted by:


PROF. RAMONCHITO NALANGAN
Adviser

 The University of Mindanao	RESEARCH AND PUBLICATION CENTER [] Main [✓] Branch <u>Panabo</u>						
QUESTIONNAIRE VALIDATION SHEET							
Title of Research: <u>Total Quality Management and Profitability Among Selected SMES in</u> Proponents: <u>Canoy, Dechimee Child. C., Resma, Mercedes B., Escoto, Roxan</u> <u>Panabo City</u>							
To the Evaluator: Please check the appropriate box for your ratings. Point Equivalent: 5 – Excellent 2 – Fair 4 – Very Good 1 – Poor 3 – Good							
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	5	4	3	2	1		
1. CLARITY OF DIRECTION AND ITEMS The vocabulary level, language structure and conceptual level of the questions suit the level of respondents. The test directions and items are written in clear and understandable manner.	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%;"></td> <td style="width: 10%;"></td> <td style="width: 10%; text-align: center;">✓</td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> </tr> </table>			✓			
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2. PRESENTATION/ORGANIZATION OF ITEMS The items are presented and organized in logical manner.	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%;"></td> <td style="width: 10%; text-align: center;">✓</td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> </tr> </table>		✓				
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3. SUITABILITY OF ITEMS The items appropriately represent the substance of the research. The questions are designed to determine the conditions, knowledge, perceptions and attitude that are supposed to be measured.	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%;"></td> <td style="width: 10%;"></td> <td style="width: 10%; text-align: center;">✓</td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> </tr> </table>			✓			
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4. ADEQUATENESS OF ITEMS PER CATEGORY The items represent the coverage of the research adequately. The number of questions per area category is representative enough of all the questions needed for the research.	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%;"></td> <td style="width: 10%;"></td> <td style="width: 10%; text-align: center;">✓</td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> </tr> </table>			✓			
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5. ATTAINMENT OF PURPOSE The instrument as a whole fulfills the objectives for which it was constructed.	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%;"></td> <td style="width: 10%; text-align: center;">✓</td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> </tr> </table>		✓				
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6. OBJECTIVITY Each item questions require only one specific answer or measures only one behavior and no aspect of the questionnaire suggest bias on the part of the researcher.	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%;"></td> <td style="width: 10%;"></td> <td style="width: 10%; text-align: center;">✓</td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> </tr> </table>			✓			
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7. SCALE AND EVALUATION RATINGS SYSTEM The scale adapted is appropriate for the items.	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%;"></td> <td style="width: 10%; text-align: center;">✓</td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> </tr> </table>		✓				
	✓						
 _____ Signature Above Printed Name							

 The University of Mindanao	RESEARCH AND PUBLICATION CENTER [] Main [x] Branch <u>Panabo</u>						
QUESTIONNAIRE VALIDATION SHEET							
Title of Research: <u>Total quality management and profitability among selected SMEs in</u> Proponents: <u>Carry Dechime Child C., Resma Mercedes B., Escob. Brian B. Panabo Cit.</u>							
To the Evaluator: Please check the appropriate box for your ratings. Point Equivalent: 5 – Excellent 2 – Fair 4 – Very Good 1 – Poor 3 – Good							
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 AMELIE L. CHUA Signature Above Printed Name							

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Title of Research: <u>Total Quality Management and Profitability Among Selected SMEs in Panabo City</u> Proponents : <u>Escoto, Roxan B., Resma Merasol B., Cano, Rejanne Child C.</u>																																																	
To the Evaluator: Please check the appropriate box for your ratings. Point Equivalent: 5 – Excellent 2 – Fair 4 – Very Good 1 – Poor 3 – Good																																																	
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 MARJORIE C. ZABRANDO, CPA _____ Signature Above Printed Name																																																	

APPENDIX D
Survey Questionnaire

**TOTAL QUALITY MANAGEMENT AND PROFITABILITY AMONG
SELECTED SMEs IN PANABO CITY**

Part I. Profile

Name (Optional): _____ Position: _____

Name of Enterprises: _____ Date: _____

Instruction: Below are the questions to measure the Total Quality Management of enterprises. Please put check mark (/) appropriate to your answer using the given scale.

5 - Strongly Agree 4 - Agree 3 - Fair 2 - Disagree
1 - Strongly Disagree

Part II. Total Quality Management

Strategic planning (Source: Sadikoglu E., 2014)	5	4	3	2	1
Are the enterprises...					
1. We have a mission statement which has been communicated throughout the firm and is supported by our employees.					
2. We develop and implement our strategies and plans based on data concerning customers' requirements and the firm's capabilities.					
3. The management communicates its strategy and objectives to the staff.					
4. Customers' needs are taken into account when establishing objectives.					
5. Our quality strategies affect all organizational areas and managerial activities.					
Continuous Improvement (Source: Shiroya, D., 2013)					
1. The company has a system for segregating needed items (inventory, machinery and equipment, documents, supplies, parts, etc.) from unneeded items.					
2. The company has signboards and labels for easy location and identification of various departments, inventory, machinery and equipment.					
3. The office has records management system that allow for easy location and retrieval of needed documents.					
4. The company is clean, orderly, hygienic, and has no unnecessary items, dust or dirt lying on the floors.					
5. Each department in the company has on-going plans and programs to identify and eliminate all possible sources of wastes in the company's operations.					

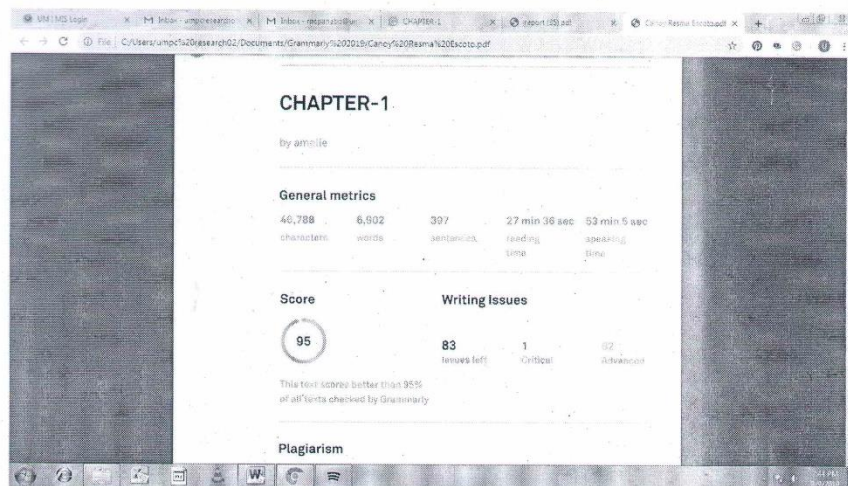
Part III. Profitability

Are the enterprises...	5	4	3	2	1

1. Has continuous participation and cooperation of all its members in the improvement of quality, in order to achieve profitability.					
2. Provides benefits such as lower cost, increased employee motivation and satisfaction may improve profitability.					
3. Will enable process improvements with the potential to result in profitability.					
4. Provides advancement of the quality of items and work stream leads to company's profitability.					
5. Has economic growth, employment, innovation and technological change may affect profitability.					
6. Minimize cost problem and enable to increase in productivity					
7. Has operational productivity on which profitability depends.					
8. Has organizational quality performance measured in terms of employee quality awareness and customer satisfaction may increased profitability.					
9. Has improvement in quality results in higher productivity, which enables the enterprises to lower prices.					
10. Measures the enterprises' capacity to create profit and focal venture to security analysis, investors and speculators.					

APPENDIX E

Grammarly Certification



CANOY RESMA ESCOTO

CONGRATULATIONS GRAMMARLY RESULT 95%


DR. AMELIE L. CHICO
 RESEARCH COORDINATOR


PROF. RAMONCHITO NALANGAN
 ADVISER

APPENDIX F-1

Certificate of Appearance



UM Panabo College
Research Office
Arguelles St., San Francisco
Panabo City

Certificate of Appearance

This is to certify that the students whose names are listed below have appeared at the
EDWIN D. ACASO / COMMODITY LENDING INVESTMENTS and conducted SURVEY
(Name of Office/Agency) (State activity)
in relation to their thesis/FS entitled "TQM and Profitability among selected SMEs in Panabo City"
during the period MARCH 7, 2019
(State inclusive dates)

EDWIN D ACASO
Name and Signature of Authorized Personnel



UM Panabo College
Research Office
Arguelles St., San Francisco
Panabo City

Certificate of Appearance

This is to certify that the students whose names are listed below have appeared at the
DIZEE LINE TRAVEL & TOURS and conducted SURVEY
(Name of Office/Agency) (State activity)
in relation to their thesis/FS entitled "TQM and Profitability among selected SMEs in Panabo City"
during the period MARCH 05, 2019
(State inclusive dates)

ROSE ANN SAMPHAN
Name and Signature of Authorized Personnel

APPENDIX F-2

Certificate of Appearance



UM Panabo College
Research Office
Arguelles St., San Francisco
Panabo City

Certificate of Appearance

This is to certify that the students whose names are listed below have appeared at the

JUNO'S MINI MART and conducted SURVEY
(Name of Office/Agency) (State activity)

in relation to their thesis/FS entitled "TQM and Profitability among selected SMEs in Panabo City"

during the period March 9, 2019
(State inclusive dates)

DARAH KATE DACULPA
Name and Signature of Authorized Personnel



UM Panabo College
Research Office
Arguelles St., San Francisco
Panabo City

Certificate of Appearance

This is to certify that the students whose names are listed below have appeared at the

PANABO'S PAWNSHOP INC and conducted Survey
(Name of Office/Agency) (State activity)

in relation to their thesis/FS entitled "TQM and Profitability among selected SMEs in Panabo City"

during the period March 6, 2019
(State inclusive dates)

Name and Signature of Authorized Personnel

CURRICULUM VITAE



Roxan B. Escoto
 Blk.4 Lot 2, Northern Plain, Panabo City
roxan_escoto@yahoo.com
 0946-830-4517

PERSONAL DATA:

Age	:	23
Sex	:	Female
Date of Birth	:	March 28, 1996
Place of Birth	:	Paradise Embac Paquibato Dist., Davao City
Civil Status	:	Single
Citizenship	:	Filipino
Height	:	5'1 cm.
Weight	:	54 kg.
Religion	:	Roman Catholic
Dialect Spoken	:	English, Tagalog, Visayan
Mother's Name	:	Charito B. Escoto
Occupation	:	Housewife
Father's Name	:	Exequiel P. Escoto Jr.
Occupation	:	Farmer

EDUCATIONAL ATTAINMENT:

Tertiary	:	University of Mindanao Panabo College
Course	:	Bachelor of Science in Accounting Technology
Address	:	P.N. Arguelles St., Panabo City
Year Graduated	:	(Present)
Secondary	:	A.L Navarro National High School
Address	:	Lasang, Davao City
Year Graduated	:	(2013-2014)
Elementary	:	Paradise Embac Elementary School

Address : Paradise Embac Paquibato Dist. Davao City
Year Graduated : (2009-2010)

AFFILIATIONS:

CHIEF EXTERNAL AFFAIRS
JUNIOR PHILIPPINE INSTITUTE OF ACCOUNTANTS
(2018-Present)
UM Panabo College

NF Junior Philippines Institute of Accountant
SY: 2016-Present/Member
UM Panabo College

2nd Placer
THE BATTLE OF FUTURE ACCOUNTANTS: THE GREATEST
SHALL RISE ABOVE THE REST
Accounting Quiz Bowl
UM Panabo College

8TH HONORS
S.Y. 2011-2012
A.L Navarro National High School

CLASS VALEDICTORIAN
Batch 2009-2010
Paradise Embac Elementary School

SEMINARS AND TRAININGS:

Accumulative Development Seminar for 3rd Year Students
“Excellence through Citizenship”
November 17, 2018/Participant
UM Panabo College

Regional Academic Festival 2018
Board of Accountancy Updates 2018
Investment Seminar 2018
August 4, 2018/Participant
Holy Cross of Davao College, Sta. Ana Ave., Davao City Philippines

“Accounting Horizon: What Lies Ahead?”
July 15, 2018/ Participant

Robinsons Place Atrium, Tagum City, Philippines

Orientation on the Revised Standard Chart of Accounts (SCA) and
Mandatory Reports

April 2-3, 2018/ Participant

ABC Hall Building, New Pandan, Panabo City

Regional Mid-Year Convention Festival

September 23-24, 2017/Participant

University of Mindanao Tagum College, Tagum City, Philippines

1st Regional Bookkeeping Seminar

July 30, 2017/Participant

Brokenshire College of Davao, Madapo Hills, Davao City, Philippines

CITIZENSHIP ADVANCEMENT TRAINING

March 24, 2014

A.L Navarro National High School



Merasol B. Resma
 Km 31, Purok Atis, Brgy. Cagangohan, Panabo City
resmamerasol26@yahoo.com
 0935-635-8312

PERSONAL DATA:

Age	:	23
Sex	:	Female
Date of Birth	:	September 26, 1995
Place of Birth	:	Panabo City
Civil Status	:	Single
Citizenship	:	Filipino
Height	:	5'cm.
Weight	:	40 kg.
Religion	:	Roman Catholic
Dialect Spoken	:	English, Tagalog, Visayan
Mother's Name	:	Myrna B. Resma
Occupation	:	Housewife
Father's Name	:	Rafael V. Resma (Deceased)
Occupation	:	

EDUCATIONAL ATTAINMENT:

Tertiary	:	University of Mindanao Panabo College
Course	:	Bachelor of Science in Accounting Technology
Address	:	P.N. Arguelles St., Panabo City
Year Graduated	:	(Present)
Secondary	:	Panabo National High School
Address	:	Gredu, Panabo City
Year Graduated	:	(2012-2013)
Elementary	:	San Francisco Elementary School
Address	:	Brgy. San Francisco, Panabo City

Year Graduated : (2008-2009)

AFFILIATIONS:

CHIEF AUDITOR
JPIA
(2018-Present)
UM Panabo College

NF Junior Philippines Institute of Accountant
SY: 2016-Present/Member
UM Panabo College

SEMINARS AND TRAININGS:

Accumulative Development Seminar for 3rd Year Students
Excellence through Citizenship
November 17, 2018
UM Panabo College

BOARD OF ACCOUNTANCY UPDATES 2018
REGIONAL ACADEMIC FESTIVAL 2018
INVESTMENT SEMINAR 2018
August 4, 2018
Holy Cross of Davao College

TIME MANAGEMENT AND ORGANIZATIONAL SKILL SEMINAR
SPEARHEADED BY THE HONOR SOCIETY
September 30, 2017
University of Panabo College

Regional Mid-Year Convention Festival
September 23-24, 2017/Participant
University of Mindanao Tagum College, Tagum City, Philippines

1st Regional Bookkeeping Seminar
July 30, 2017/Participant
Brokenshire College of Davao, Madapo Hills, Davao City, Philippines



Dectinne Child C. Canoy
 JP Laurel, Panabo City
dectinnechildc.canoy@gmail.com
 09094647487

PERSONAL DATA:

Age	:	20
Sex	:	Male
Date of Birth	:	December 29, 1998
Place of Birth	:	Davao City
Civil Status	:	Single
Citizenship	:	Filipino
Height	:	5'0 cm.
Weight	:	42 kg.
Religion	:	Roman Catholic
Dialect Spoken	:	English, Tagalog, Visayan
Mother's Name	:	Jucita C. Canoy
Occupation	:	Housewife
Father's Name	:	
Occupation	:	(Deceased)

EDUCATIONAL ATTAINMENT:

Tertiary	:	University of Mindanao Panabo College
Course	:	Bachelor of Science in Accounting Technology
Address	:	P.N. Arguelles St., Panabo City
Year Graduated	:	(Present)
Secondary	:	A.L Navarro National High School
Address	:	JP Laurel Panabo City
Year Graduated	:	(2015-2016)
Elementary	:	JP Laurel Elementary School

Address : JP Laurel, Panabo City, Davao del Norte
Year Graduated : (2011-2012)

AFFILIATIONS:

MEMBER
Junior Philippines Institute of Accountant
SY: 2018-2019
UM Panabo College

MEMBER
NFJPIA – UM Panabo College Chapter
SY: 2016-Present
UM Panabo College

SEMINARS AND TRAININGS:

Accumulative Development Seminar for 3rd Year Students
“Excellence through Citizenship”
November 17, 2018/Participant
UM Panabo College

Regional Academic Festival 2018
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