Research Paper

Organizational Culture and Quality Management System Practices of a Private Insurance Company in the Philippines

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Abstract

A supportive organizational culture, which provides the foundation for excellence, is vital to implementing an effective quality management system (QMS) in any organization. This study examined how organizational culture influences the QMS practices in a private insurance company in the Philippines. The main objectives included identifying the organization's cultural aspects, assessing QMS practices, analyzing the relationships among those variables, and identifying challenges and barriers to QMS implementation. Using a descriptive-quantitative approach, data were collected from 129 employees of the subject private insurance company via a researcher-developed questionnaire distributed via Google Forms. Data analysis employed descriptive statistics (frequency, percentage, standard deviation, and weighted mean) and Spearman's rho for correlation analysis. Findings showed strong alignment with cultural values, including mission, leadership, and communication, though employee engagement indicated potential for greater involvement in quality initiatives. The QMS assessment emphasized customer satisfaction and quality assurance and recognized the need for consistent documentation. However, employees showed low levels of involvement in QMS training programs and uneven participation across departments, indicating the need for appropriately aligning training with quality objectives. This study confirmed that a supportive organizational culture positively and significantly correlates with the effectiveness of QMS practices, providing evidence that influential culture can help organizations overcome challenges to more effective QMS implementation. Therefore, this study can serve as a model for other organizations to enhance their QMS practices to better serve their stakeholders.

Keywords: *Customer Satisfaction, Private Insurance Company in the Philippines, Organizational Culture, Organizational Performance, Quality Management System, Service Quality*

INTRODUCTION

Organizational culture is fundamentally connected to an organization's effectiveness and performance, with stronger cultures often leading to higher organizational effectiveness (Naranjo-Valencia et al., 2016). For a private insurance company in the Philippines, achieving optimal performance requires a clear understanding of the organizational culture and an effective quality management system (QMS). In this context, an effective QMS means the organization supports improvements in operational efficiency and customer satisfaction. As more organizations adopt QMS to enhance service quality, understanding which cultural elements influence QMS practices becomes crucial to maintaining, improving, and certifying these systems.

Previous studies have explored the relationship between organizational culture and QMS practices. Studies in different industry sectors were explored by researchers in Colombia (Navarro & Naranjo, 2025), United Kingdom (Mannion & Davies, 2018; Sousa, 2019), Portugal (Araujo et al., 2019; Fonseca, 2019), Brazil (Sanches et al., 2021), Nigeria (Eniola et al., 2019; Shuaib et al., 2021; Shuaib & He, 2021), Kenya (Indiya et al., 2021), Qatar (Ali Ababneh, 2021), India (Patyal & Koilakuntla, 2018), Pakistan (Wassan et al., 2022), and Indonesia (Bakhtiar et al., 2023). These studies indicate that cultural influences, which vary widely by organization and lack a universal set of elements or a standard model that fits all industries, generally affect QMS practices.

Research on the insurance sector's organizational culture and its influence on QMS practices remains scarce in the Philippines. Based on the researchers' knowledge, no studies have specifically examined the influence of organizational culture on QMS practices in the private insurance sector in the Philippines. To date, similar studies have been conducted in a hospital setting (Venus & Bauyot, 2011), a government agency (Mala, 2022), and, most recently, in an academic institution (Castro & Laya, 2025). While QMS implementation has been explored in these broader fields, research focused on the unique dynamics of the insurance industry is notably absent. To bridge this gap, this study investigated the organizational culture of a leading private insurance firm in the Philippines that has implemented QMS standards but faces challenges in ensuring documentation consistency and departmental engagement. As several permanent employees claimed, the company aligns with key cultural aspects such as mission and leadership; they perceived that there is still a need to enhance employee engagement and training to support QMS effectiveness. The findings of this research will help the company improve its QMS alignment, enhance service quality, and support long-term certification efforts.

Thus, this study, grounded in Stakeholder Theory, aimed to examine the impact of organizational culture on QMS in a Philippine private insurance company. Specifically, it assessed the subject company's organizational culture and employees' perceptions of current QMS practices. It also determined the relationship between organizational culture and the effectiveness of QMS practices. Moreover, the study investigated the challenges and roadblocks to a more effective implementation of QMS. The study's findings have provided practical insights to help the insurance industry improve service quality, customer satisfaction, and compliance with certification standards. Each finding is aligned with the study's objectives, progressing logically from identifying cultural elements to analyzing employee perceptions, examining culture-QMS relationships, and addressing QMS-related challenges and roadblocks. This structured approach offers an all-around view of how organizational culture impacts QMS and provides actionable insights to improve operational practices within the insurance industry.

LITERATURE REVIEW

This section reviews literature relevant to the study's objectives. The literature includes information on understanding the critical elements of organizational culture, assessing QMS practices, and identifying challenges in QMS implementation.

Stakeholder Theory

This study is grounded in the Stakeholder Theory, with consideration of the roles of stakeholders, particularly the management and employees of the subject private insurance company, in pursuing quality management initiatives within its organizational practices. According to Mahajan et al. (2023), this theory enables organizations to be strategic, maximize their value creation, and safeguard their long-term success and sustainability. Several researchers have also indicated that the Stakeholder Theory can be applied as an ethical approach to multiple contexts for effective management of any organization (Harrison et al., 2015; Hörisch et al., 2014). In the context of quality management, Laassili and Ejbari (2023) note that Stakeholder Theory emphasizes the importance of considering stakeholder expectations when defining quality criteria, assessing performance, and continuously improving processes. This approach guides the design of more holistic quality systems, aligned with stakeholder expectations, thereby promoting a better match between organizational objectives and the needs of all parties involved. This maximizes stakeholder satisfaction and improves the organization's overall performance. As further stipulated by Hickman and Akdere (2017), incorporating stakeholders' participation in total quality management will provide a normative basis for the organization's efforts to deliver value to a

diverse set of stakeholders.

Organizational Culture and Its Influence on QMS

Organizational culture, encompassing shared beliefs, values, and practices, profoundly influences how employees experience and contribute to an organization. According to Bogale and Debela (2024), culture shapes employee behavior, customer interactions, and supplier relationships, ultimately impacting organizational success. Organizational solid cultures foster traits essential for business effectiveness, such as trust, engagement, and collaboration (Meng & Berger, 2019). Studies show that culture impacts performance and financial outcomes, with companies that cultivate a healthy culture experiencing enhanced employee retention, customer satisfaction, and revenue growth (Associated Press, 2019). Critical elements of culture include mission and vision, leadership style, employee engagement, organizational communication, and learning and development, all of which contribute to an organization's identity (Taneja et al., 2015). Trust in leadership, clarity in organizational purpose, and open communication channels are essential for building a cohesive culture (Almendras et al., 2025; Paul et al., 2016). Moreover, Darmasetiawan and Rapina (2023) found that strong organizational member identities lead to greater dedication, alignment, and involvement with the organization's values. They further reiterated that an organization with a strong group emphasis encourages cooperation and shared goals, reinforcing organizational member identity.

A robust culture must support a QMS to be effective within an organization. Cultural factors such as mission alignment, leadership commitment, and employee involvement lay the foundation for continuous improvement and quality management. Leaders play a critical role by defining and communicating the company's mission and vision, while adequate communication fosters transparency and promotes inclusion, helping employees feel engaged and valued (Assoratgoon & Kantabutra, 2023). Employees' engagement in QMS processes enhances inclusivity and drives quality improvements across departments (Afridah & Lubis, 2024; Briggs, 2023).

In line with the literature reviewed, the present study examines the role of organizational culture in the implementation of the QMS practices of the subject private insurance company. While most prior studies found that a unified organizational culture focused on teamwork and visionary leadership supported the implementation of QMS, Chelangat (2022) advanced an alternative view, arguing that QMS, through its principles and practices, can change an organization's prevailing culture. In the context of the present study, organizational culture dimensions such as mission and vision, leadership and management style, employee engagement and involvement, organizational communication, and learning and development, may not contribute fully to the successful implementation of QMS in terms of its principles on quality assurance process, documentation procedures, and customer focus and satisfaction. The researchers considered that other factors could impact the successful implementation of the QMS in the subject private insurance company. Some of these factors, considered by other researchers, include organizational structure (Rawshdeh et al., 2022) and resource availability and effective project management (Tanasiichuk et al., 2023), among others. In this regard, the researchers formulated the following hypothesis:

Ho: There is no significant relationship between the organizational culture (with its elements including mission and vision, leadership and management style, employee engagement and involvement, organizational communication, and learning and development) and QMS practices (with its principles along quality assurance process, documentation procedures, and customer focus and satisfaction) of the subject private insurance company.

QMS and Organizational Performance

Implementing a QMS significantly impacts an organization's performance across several dimensions. A documented QMS helps meet customer requirements, instills trust, and improves satisfaction, thereby increasing repeat business and revenue. Gremyr et al. (2021) considered that a structured QMS facilitates compliance with regulations, reduces costs associated with errors, and supports efficient resource utilization, fostering growth and profitability. QMS frameworks encourage continuous learning and improvement, as training on quality standards reduces errors and enhances staff competency. Such systems also promote decision-making through comprehensive documentation, which is essential for maintaining consistency and transparency in meeting quality standards.

Several researchers pointed out that the relationship between QMS and organizational performance is a positive and statistically significant (Alghamdi, 2018; Khan et al., 2020). Alghamdi (2018) further indicated that the interaction of QMS and organizational culture was statistically significant and positively related to organizational performance. Given the undeniable significance of effective QMS practices to an organization's performance, the above literature supports assessing how the subject private insurance company implements its QMS to improve and/or maintain its organizational performance.

Challenges and Roadblocks in QMS Implementation

Achieving successful QMS implementation poses several challenges related to organizational readiness and culture. Resistance to change is a common obstacle, as employees may hesitate to adopt new quality practices, especially if they lack awareness of QMS principles and their benefits (Gal et al., 2020). Leadership plays a pivotal role in overcoming this resistance, as leaders must align organizational priorities with quality goals and promote a quality-first mindset (Osborne & Hammoud, 2017). Budget constraints also limit the resources needed for QMS-related training, technology, and personnel, thereby hindering effective implementation and engagement (Mengistu, 2022). Furthermore, QMS standards can be complex, and employee engagement may suffer without clear communication of QMS objectives.

Another significant challenge is aligning the QMS with existing operational processes, as integration issues can lead to role confusion and inefficiencies (Gal et al., 2020). Documentation practices are critical to compliance; however, many organizations face challenges with effective record-keeping, which can complicate certification processes. Poorly managed change strategies also hinder successful QMS implementation, underscoring the need for a comprehensive, well-communicated approach to change management (Osborne & Hammoud, 2017).

Successfully navigating these challenges requires organizations to prioritize cultural alignment with quality goals and proactively address resource gaps and integration issues in QMS implementation efforts. The challenges and roadblocks mentioned in the above literature may negatively impact the effective implementation of the subject private insurance company's QMS, and therefore, they must be addressed accordingly.

RESEARCH METHOD

This study employed a descriptive-quantitative research method to investigate the relationship between organizational culture and QMS being practiced by a particular organization. This descriptive correlational research design is suitable for examining relationships between variables to determine whether they are related (Singh, 2023). The respondents in this study were employees of the subject private insurance company in the Philippines, and the researchers presumed they were appropriate individuals with familiarity with the organization's culture and QMS practices. Raosoft's sample size calculation recommended a sample size of 235 from a total

population of 604 to achieve a 95% confidence level with a 5% margin of error.

According to Memon et al. (2020), the Raosoft sample size calculator, which requires inputs for a study's population size, confidence level, and margin of error, is useful for determining sample size for a social science research study like this one. However, due to challenges such as a hybrid work setup and communication issues, only 129 employees participated in the survey, representing approximately 55% of the recommended sample size. All selected respondents had at least 6 months of service to enhance reliability, as they possess valuable experience and insights from their significant time within the organization. Their familiarity with QMS practices enables them to provide informed opinions about its effectiveness and implementation.

This group of respondents focuses only on tenured employees to capture a comprehensive understanding of QMS effectiveness at the subject insurance company. Considering the number of respondents who successfully participated in this study during the survey period from October 14 – 21, 2024, the researchers still considered the actual respondents a representation of the total population, as those who responded to the survey were employees who were sampled using a simple random sampling technique from a pool of qualified employees. According to Noor et al. (2022), this technique is appropriate given the population's homogeneity, in which everyone has an equal opportunity to participate in the study.

The researchers used a structured questionnaire tailored to the study's objectives, which included questions on the demographic profile, organizational structure, QMS practices, and challenges and roadblocks to achieving the effectiveness of QMS implementation. Some of the questionnaire items for all research variables were based on the studies of Alghamdi (2018), Darmasetiawan and Rapina (2023), and Khan et al. (2020). The questionnaire underwent three expert reviews and pilot tests on thirteen (13) employees who were not included in the study samples to ensure its clarity and reliability.

The reliability test achieved Cronbach's Alpha scores ranging from 0.808 to 0.922 (Table 1), which is typically regarded as sufficient for establishing reliability (Taber, 2018). After reliability was attested, questionnaires were distributed via Google Forms to the overall sample size using a five-point Likert scale as follows: 1 = 1.00-1.49 (Strongly Disagree), 2 = 1.50-2.49 (Disagree), 3 = 2.50-3.49 (Neutral), 4 = 3.50-4.49 (Agree), and 5 = 4.50-5.00 (Strongly Agree). This Likert scale was used to measure respondents' attitudes and perceptions, allowing them to indicate their levels of agreement or disagreement with various statements. To maintain confidentiality, a statement was included to assure respondents that their responses would be used solely for research purposes.

Table 1. Reliability Statistics

Indicators		Cronbach's Alpha	No. Of Items
Elements of Organizational Culture			
a.	Mission and Vision	0.808	5
b.	Leadership and Management Style	0.939	5
c.	Employee Engagement and Involvement	0.899	5
d.	Organizational Communication	0.890	5
e.	Learning and Development	0.854	5
	Average	**0.878**	**5**
Quality Management System			
a.	Quality Assurance Process	0.877	5
b.	Documentation Procedures	0.887	5
c.	Customer Focus and Satisfaction	0.875	5

Average	**0.880**	**5**
Challenges and Roadblocks	**0.922**	**5**

The data were analyzed using the Statistical Package for the Social Sciences (SPSS), including methods such as frequency counts, percentages, weighted means, standard deviations, and Spearman's rho correlation. The latter was employed to examine the relationship between organizational culture and QMS practices. According to Schober et al. (2018), for nonnormally distributed continuous data, ordinal data, or data with relevant outliers, a Spearman rank correlation can be used as a measure of monotonic association.

FINDINGS AND DISCUSSION

This section discusses the research results on the impacts of organizational culture on QMS certification in a private insurance company in the Philippines. It opens with the respondents' demographics, including age and job position. The research focused on a theoretical study of the organization's culture and its influence on work engagement and leadership. It also looked at the QMS's ability, which mostly revolved around customer satisfaction issues and QMS implementation problems. Lastly, the relationships between organizational culture and QMS practices are described, and strategic recommendations are made for more effective QMS implementation at the subject private insurance company.

Demographic Profile of the Respondents

Understanding the demographics and profiles of employees who participated in this study provides valuable insights into their diverse backgrounds, experiences, and perspectives. This section shows the diverse composition of the company's employees. Table 2 shows that most survey respondents were younger, educated, and predominantly aged 26-35, reflecting perspectives from a demographic often associated with adaptability and openness to quality management initiatives (Hertel & Zacher, 2018). The gender distribution leaned toward female employees, most of whom work in the operations department at the associate level. This profile reflects the experiences of first-time workers with a few years of tenure, primarily between one and three years, indicating that responses represent the insights of operational employees who interact closely with the company's processes and are directly impacted by organizational changes.

Table 2. Profile of the Respondents

Indicator	Frequency	Percentage
Age range		
18 - 25 years old	36	27.91
26 - 35 years old	60	46.51
36 - 45 years old	26	20.16
46 - 55 years old	5	3.88
56 years old and above	2	1.55
Total	129	100.00
Gender		
Female	77	59.69
Male	50	38.76
I prefer not to say	2	1.55
Total	129	100.00
Assigned Office/Department		

Human Resource Department	1	0.78
IT Department	1	0.78
Leadership Team	16	12.40
Learning and Development Department	2	1.55
Operations Department	109	84.50
Total	129	100.00
Current Job Position Within the Company		
Associate	87	67.44
Senior Associate/ SME	14	10.85
Team Lead/ Supervisor	22	17.05
Technical Support	4	3.10
Trainer	2	1.55
Total	129	100.00
Years of Experience Within the Company		
Less than 1 year	16	12.40
1 - 3 years	71	55.04
4 - 6 years	40	31.01
7 - 10 years	2	1.55
Total	129	100.00
Participation in QMS-Related Training		
No response	91	70.54
Yes Response	38	29.46
Total	129	100.00

Most of these survey participants have been involved in operational activities but have never received QMS training. This indicates that they have informal quality management education. The responses from operational staff are more focused on helping day-to-day employees understand and implement quality standards, again suggesting the need for more training and involvement efforts for this employee category. This would eventually promote overall improvement in QMS effectiveness by achieving a more representative, informed workforce actively committed to quality initiatives (Santos et al., 2021).

Organizational Culture in the Subject Private Insurance Company

Organizational culture refers to the systematic way employees perceive, understand, and behave towards one another and the organization as a whole. In this part of the paper, the organization's culture will be examined to determine how the indices obtained have affected employee commitment, leadership outcomes, and knowledge management in the private insurance firm. The results presented in Table 3 reveal the critical cultural elements that predict the organization's cohesive, productive culture.

Table 3. Organizational Culture

Indicator	Mean	SD	Interpretation
Mission and Vision	4.34	0.73	Strongly Agree
Leadership and Management Style	4.22	0.78	Strongly Agree
Employee Engagement and Involvement	4.04	0.79	Agree
Organizational Communication	4.09	0.77	Agree

Learning and Development	4.17	0.77	Agree
Average Weighted Mean	**4.17**		**Agree**

The findings indicate that the organizational culture within the private insurance company is strongly aligned with core elements that drive employee engagement, effective leadership, and continuous learning. The data reveal a strong consensus on key cultural indicators: mission and vision clarity, and leadership style. It demonstrates that the top echelon communicates and embodies company values and goals. Such alignment of mission and vision signifies a workforce serving a purpose essential for organizational growth and cohesion.

Furthermore, employees claimed positive views on engagement, communication, learning, and development. These are important for having a competitive and effective working environment. Positive ratings of employee engagement and organizational communication suggest that these domains foster an inclusive and productive setting, yet there is still room to deepen employee involvement. Effective learning and development initiatives are also in place to support Neyestani (2016) findings on their role in enhancing competitiveness and efficiency. The results reflect a supportive organizational culture that empowers employees and aligns well with quality management objectives.

QMS Practices in the Subject Private Insurance Company

QMS refers to a documented system that defines and meets an organization's requirements for building, implementing, and maintaining a quality program for its products or services. Table 4 presents the assessment of QMS practices within the organization, including initiatives supporting customer satisfaction and general quality assurance procedures.

Table 4. QMS Practices

Indicators	Mean	SD	Interpretation
Quality Assurance Process	4.07	0.78	Agree
Documentation Procedures	3.99	0.84	Agree
Customer Focus and Satisfaction	4.24	0.76	Strongly Agree
Average Weighted Mean	**4.10**		**Strongly Agree**

The findings suggest that the organization has established a robust QMS with a strong emphasis on customer satisfaction and effective quality assurance practices. As shown in the table, employees strongly agreed with the QMS indicators, particularly regarding customer focus and satisfaction, reflecting a culture committed to quality. These effective and efficient practices tend to uplift service standards and reassure employees concerning the QMS, leading to better results and fewer errors. This supports the findings of Rivera et al. (2023), who found that when a company's dedication to continuous improvement and employee engagement, leading to customer satisfaction, is evident, then a QMS is properly and adequately installed.

Although documentation procedures and quality assurance processes are evident, they can still be enhanced to achieve excellent results. Barbosa et al. (2022) and Cornel et al. (2025) opined that specific documentation procedure concerns can be addressed by strengthening efforts through consistent, thorough documentation processes, which are critical components for maintaining high-quality levels and regulatory compliance. Moreover, to further improve the quality assurance process, the organization should enhance its cross-functional integration practices to ensure proper communication of processes and activities related to quality standards. In addition to communication improvements, Laco et al. (2024) noted that cross-functional integration also

enhances efficiency, productivity, collaboration, and coordination within the organization.

Overall, the findings indicate that the QMS framework supports customer satisfaction and continuous quality improvement, thereby enabling individuals to adopt a quality culture in their daily work. When continuous improvement is already embedded in the system, Briones et al. (2023) confirmed that practices in innovation and creativity can be enhanced. Thus, these practices of supporting a practical and relevant QMS will be instrumental in improving organizational performance.

Relationship Between Organizational Culture and QMS Practices

This section examines how organizational culture impacts the effectiveness of QMS practices within the company. It specifically emphasizes the role of recognizing cultural components, such as goal congruency, leader behaviors, and employees' Involvement, in achieving favorable QMS performance. Table 5 presents the relationship between the subject private insurance company's organizational culture and its QMS practices. Using Spearman's rho, the null hypothesis of no significant relationship between organizational culture and QMS practices was examined.

Table 5. Relationship Between Organizational Culture and QMS Practices

Organizational Culture		QMS		
		Quality Assurance Process	Documentation and Procedures	Customer Focus and Satisfaction
Mission and Vision	Corr. Coeff.	0.647	0.644	0.681
	p-value	0.000	0.000	0.000
	Remarks	*Significant*	*Significant*	*Significant*
Leadership and	Corr. Coeff.	0.753	0.607	0.647
Management Style	p-value	0.000	0.000	0.000
	Remarks	*Significant*	*Significant*	*Significant*
Employee Engagement	Corr. Coeff.	0.763	0.659	0.658
and Involvement	p-value	0.000	0.000	0.000
	Remarks	*Significant*	*Significant*	*Significant*
Organizational	Corr. Coeff.	0.825	0.708	0.701
Communication	p-value	0.000	0.000	0.000
	Remarks	*Significant*	*Significant*	*Significant*
Learning and	Corr. Coeff.	0.678	0.584	0.677
Development	p-value	0.000	0.000	0.000
	Remarks	*Significant*	*Significant*	*Significant*

The findings indicate that the null hypothesis should be rejected, as the data in the table reveal a strong positive relationship between organizational cultural characteristics and the effectiveness of QMS practices within the subject private insurance company. Spearman's rho correlation analysis indicates that key cultural elements—namely, mission alignment, leadership style, and employee engagement—significantly contribute to successful QMS outcomes. When employees share a clear mission, experience supportive leadership, and engage in open communication, they are more likely to participate meaningfully in quality-focused initiatives, improving quality assurance, documentation, and customer satisfaction.

These findings align with the research of Wilcock and Boys (2017), who emphasized that a supportive cultural foundation is essential for effective quality management and continuous improvement. Companies with robust organizational cultures are better equipped to meet global quality standards and foster an environment of ongoing quality enhancement. This underscores the importance of aligning cultural practices with quality objectives to drive sustained success in QMS initiatives. As further emphasized by Sakinah et al. (2023), the work environment can be a crucial factor in shaping employees' organizational citizenship behavior. In line with the present study, the organization's QMS initiatives can only be successfully implemented with a positive work environment.

The study's findings likewise support the Stakeholder Theory, given how both the management and employees of the subject private insurance company perform their roles and responsibilities to support the organization's QMS initiatives. Their active participation is shown to be vital in the effective implementation of the QMS, particularly in areas such as quality assurance process, documentation and procedures, and customer focus and satisfaction. This aligns with the findings of Bakotić and Rogošić (2017), who affirmed that employee involvement is a key determinant of an organization's effective QMS practices.

Challenges and Roadblocks in QMS Implementation

This section explores the obstacles encountered in implementing QMS, focusing on perceptions of resource availability, teamwork, management support, and feedback mechanisms (Table 6). Identifying these challenges is essential for improving QMS practices and fostering continuous enhancement.

Table 6. Challenges and Roadblocks in QMS Implementation

Indicators	Mean	SD	Interpretation
I feel that the organization provides adequate resources for QMS implementation.	3.98	0.90	Agree
I have a clear understanding of QMS objectives.	3.99	0.92	Agree
I experience strong teamwork and collaboration in QMS-related activities.	3.92	0.92	Agree
I see that management actively supports QMS initiatives.	4.02	0.86	Agree
I use feedback mechanisms to help improve QMS processes.	4.09	0.87	Agree
Overall Mean	**4.00**	**0.82**	**Agree**

The results indicate a favorable perception of the organization as a supportive environment for QMS implementation, with sufficient resources, well-defined objectives, teamwork, management support, and effective feedback mechanisms. As depicted in Table 6, the findings indicate a strong foundation for QMS practices, with respondents agreeing on key indicators of resources and managerial commitment, which previous studies have affirmed as critical for sustained quality management success (Albloushi et al., 2023; Jimoh et al., 2019).

The outcome, however, reflects strong cultural alignment with the principles of QMS, but it still shows its weak points. The resource utilization and team coordination aspects are primarily highlighted in these areas. Suppose resources are continuously available and their coordination is handled by the teams; the prospects may even be heightened by overcoming obstacles in the QMS. According to Bhatia and Awasthi (2017), an overall resource strategy and inter-departmental collaboration may help avoid or mitigate problems within QMS.

Building a Culture of Quality: Strategic Roadmap for Effective QMS Implementation

The proposed strategy roadmap in Table 7 outlines targeted actions to address identified weaknesses within the organization's QMS and organizational culture. As stipulated by Alonzo et al. (2024) and Faller et al. (2025), crisis management strategies are essential for enhancing organizational performance. In the areas of training participation, employee engagement, communication, documentation, and teamwork, these strategies aim to enhance the effectiveness of the QMS and foster a more inclusive, quality-oriented culture. Each addresses a gap and provides actionable steps for continuous improvement and alignment with the QMS's objectives. Along with these proposed strategies, efficient resource allocation, improved communication, and infrastructure enhancements, according to De Ramos and Briones (2024), are essential for its effective implementation.

Table 7. Strategic Roadmap for Effective QMS Implementation

Indicators	Weaknesses	Proposed Strategies
Participation in QMS-Related Training	A significant portion of respondents have not participated in QMS-related training.	Establishing a comprehensive training program for all employees is essential to increasing their understanding of the QMS principles and practices. Implementation of this training program, based on the needs and requirements of the workplace stations, must be conducted at least once every six months. This training program will enhance their skills and improve their overall engagement in quality initiatives.
Organizational Culture		
Employee Engagement and Involvement	A high level of agreement on employee engagement indicates some involvement, but the organization may still struggle to fully engage employees in quality processes.	The organization should develop initiatives that involve employees in QMS decision-making processes. This could include forming cross-functional teams to address quality challenges and enhance collaboration and ownership of quality practices.
Organizational Communication	Employees have a strong awareness of company policies and procedures, but there are gaps in informal communication channels, and they have limited open dialogue and feedback among employees.	The company should create safe spaces for employees to voice concerns and share ideas, fostering stronger relationships and communication. Implementing structured feedback mechanisms through regular monthly employee meetings and suggestion boxes will ensure employees are valued. Standardizing communication practices by clearly creating communication guidelines can improve clarity and consistency, while providing communication training for all employees will enhance interaction quality, leading to a more engaged and informed workforce.

QMS Practices		
Documentation Procedures	Documentation procedures are transparent, but participation in regular audits to ensure that QMS processes align with organizational goals needs improvement.	A systematic workflow of tasks between departments must be presented. Each process or transaction must indicate the main and supporting documents needed to be audited, and the impact of those specific documents must be stressed to the person in charge.
Roadblocks and Challenges		
Experience strong teamwork and collaboration in QMS-related activities.	Collaboration and teamwork, employee engagement and involvement, and social connections may need further improvement to achieve a more effective QMS implementation.	Team building activity on QMS simulation practices shall be scheduled at least once a year to further improve teamwork, collaboration, and social connections among employees. The rewards system needs to be reviewed and updated to encourage employees to be more engaged in performing their duties and responsibilities relating to more enhanced QMS practices. Several criteria, such as outstanding performance, teamwork, innovation, and behavior-reinforcing QMS culture, must be considered in designing a reward system. To improve social connections, the organization must implement team-building activities, such as mentoring programs, informal gatherings, and cross-departmental projects, to sustain effective QMS practices.

CONCLUSIONS

This study successfully met its objectives by investigating the relationship between organizational culture and QMS practices within a private insurance company in the Philippines. Findings indicated strong alignment among the company's mission, vision, and leadership style, supporting the critical organizational elements of employee engagement, communication, and learning and development. The alignment thus provides a cultural foundation conducive to effective QMS initiatives. The study also concluded that organizational commitment to customer focus and quality assurance was evident through robust documentation practices and procedural adherence; however, gaps in training and consistent employee involvement reveal areas where more attention can be paid to QMS training and engagement to strengthen these practices.

An analysis of employees' perceptions of familiarity with QMS practices shows that all perceptions indicate organizational emphasis on customer orientation, as evidenced by detailed documentation practices and a procedure-oriented approach. It is somewhat deficient in specific training and employee participation, suggesting an overemphasis on QMS training; consistent employee involvement may support robust practices.

A strong positive correlation was obtained between an organization's culture and QMS practices. This would mean that any lack of cultural alignment may lead to severe deterioration in QMS standards, especially in quality assurance and documentation consistency. Some attainment and maintenance challenges are learned, with specific employee development and

interdepartmental cohesiveness standing out. Providing appropriate employee development training and engaging employees in their departments on these specific matters can help sustain these improvements in QMS practices, thereby better aligning them with organizational improvement and productivity.

Overall, the study suggests that organizations should develop a robust organizational culture to enhance the effectiveness of the QMS, increase resistance to ongoing maintenance of quality, and ultimately improve service quality and overall organizational performance. This study serves as a model for pursuing excellence in QMS practices not only among insurance companies but in different industry sectors as well.

LIMITATION & FURTHER RESEARCH

This study has several limitations. Participant responses regarding organizational culture and roadblocks to QMS implementation may be subjective, potentially affecting data reliability. Focusing on cultural elements may overlook other influential factors, such as external market conditions. The cross-sectional design may also limit the ability to capture long-term changes in perceptions of organizational culture and QMS processes. Future research should explore a broader range of industries to examine the various factors that affect QMS practices, enabling comparisons across sectors. Longitudinal studies could provide insights into how organizational culture impacts QMS practices over time. Incorporating qualitative methods, such as interviews, would enhance understanding of the specific roadblocks to QMS implementation. Additionally, examining the influence of external market conditions on organizational culture and QMS practices could provide a more comprehensive perspective on the QMS process.

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