

# Total Quality Management and Organizational Citizenship Behavior among Beverage Manufacturing Companies' Employees in the Philippines

Dr. Jake Wilson C. Morcilla

Lyceum of the Philippines University Batangas  
[morcillajake10@gmail.com](mailto:morcillajake10@gmail.com)

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**Abstract** – The study's main objective is to evaluate the observance of Organizational Citizenship Behavior (OCB) and Total Quality Management (TQM) in a Beverage Manufacturing company in the Philippines. It sought to improve accomplishment and customer contentment with the help of the employees through their assessment of OCB and TQM in the company. Respondents were limited to the administrators and support staff of the beverage manufacturing plant, whom the researcher believed could best answer the questions. A descriptive survey method of research was used, and statistical treatments, including frequencies, percentages, means, and other key factors, were used for data analysis. The study found that the TQM and OCB were highly observed by the employees towards effect on the performance of Beverage Manufacturing Companies in the Philippines.

**Keywords** – Altruism, Organizational Citizenship Behavior, Beverage Manufacturing Companies, Total Quality Management

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## INTRODUCTION

The study was conducted in a beverage manufacturing company, which is one of the major players in the Philippine market that produces alcoholic and non-alcoholic beverages and plays shares in the industry in selected packaging production. For more than three decades of satisfying local and international customers, the new product is always introduced, sustaining its quality, affordability, and exceptional customer service to retain its part in the Philippines and outside the archipelago market. With the business's mentioned life, customer demand is increasing, which is why continuous improvement in the system and work process is always being placed. It also houses state-of-the-art facilities, machines, and equipment that are built intended for the

company to dominate among the competitors in the market. Further, adherence to the certifying bodies in local and international requirements is always complied with.

This beverage manufacturing company is certified by the International Organization for Standardization (ISO), International Bottled Water Association (IBWA), HALAL, Food and Drug Authority (FDA), Food Safety Management System (FSMS), Hazards Analysis and Critical Control Point (HACCP) that ensure the quality of the product it is serving the market. It is also conducting its internal audits to regularly check the performance of the plants like Internal Quality Audit (IQA), Prerequisite Program Audit (PRP), and current Good Manufacturing Practices/5S Audit (cGMP). Plants are always conducting reviews of their performances like Monthly/ Quarterly Management Reviews (MMR/QMR) and Strategic Planning to ensure that every problem being encountered is addressed, which will lead to the efficiency of the plants.

But despite all those certifications and strategic plans, there are still concerns arising from manufacturing plants that affect the performance and efficiency that could feasibly affect the value of the product they are producing; meaning to say, performance continues to be vague. Despite the rising figures of advantages accumulating from growing requirements in quality, whether management practices' quality enhances business operation remains to be determined [1]. Customer complaints are arising, key performance indicators (KPI) are not met, deviations in the processes are observed, and losses due to wastages of materials during production are also arising. These affect the aim of the manufacturing plant to produce quality products and minimize the cost of producing so that plants can serve the best for their customers. With this, the researcher proposed a study on the assessment of Organizational Citizenship Behavior and Total Quality Management in the organization in the manufacturing plant. The organizational rationalization for this paper came from the convincing demand to address the

concerns to improve the company's performance and satisfy its customers to prosper and survive the competition.

**OBJECTIVES OF THE STUDY**

The study intended to define the observance of Total Quality Management (TQM) and Organizational Citizenship Behavior (OCB) in bottled water plants in a beverage manufacturing plant. Specifically, it aimed to: present the profile of the respondents in terms of: employees – position, educational level, department, and years of service; determine the observance of Total Quality Management affecting the performance of Bottled Water Plants as assessed by the administrators and support staff in terms of leadership, people management, customer focus, continuous improvement, organizational performance result and measurement, analysis and knowledge management; determine the degree of Organizational Citizenship Behavior as assessed by the administrators and support staff in terms of altruism, conscientiousness, civic virtue, sportsmanship, and courtesy; test the difference in the effect of OCB and TQM to organizational performance when grouped according to profile; test the relationship between the OCB and TQM; based on the findings of the study, propose framework leading to the performance improvement of Beverage Manufacturing Company in the Philippines.

**MATERIALS AND METHODS**

**Research Design**

This study used a descriptive research design while establishing the outcomes relative to the connection between OCB and TQM practices and the employee performance from three beverage manufacturing companies located in Sta Rosa, Laguna, Cabuyao, Laguna and Cagayan de Oro. The convenience sampling method is used as a more accessible and affordable way of reaching and collecting data from the respondents. The researcher ensured that participants from different position levels had respondents. The study's descriptive method includes all studies that present facts regarding the nature and status of anything, including surveys and co-relational. It describes and interprets what goes beyond collecting and arranging data, and it encompasses a component of the analysis of the importance of what is described. The descriptive method is the most appropriate method to be used in this study, involving data collection to test the hypothesis to answer the question concerning the status.

**Research Instrument**

It was an adapted kind of questionnaire from Abusa’s (2011) [2] study titled “TQM implementation and its impact on organizational performance in developing countries: a case study on Libya” and Muthuraman, Al-Haziazi (2017) [3]. Examining the Factors of Organizational Citizenship Behavior regarding Corporate Sectors in Sultanate of Oman and ISO9000\Forms\ Quality Management\ Customer Satisfaction Questionnaire. Modification of the questionnaire was done by the researcher together with the adviser. The questionnaire was composed of three parts for two (2) separate groups of respondents. The first part covers the observance of OCB and TQM, which were assessed by the administrators and support staff. The second part covers the level of customer satisfaction. The questionnaires were accurately intended to guarantee that they deliver logical and reliable information. A company visit was made to explain the essence and nature of the research to the respondents and create rapport before the collecting of data. The instruments are deemed appropriate as they save time and are fit for the targeted respondents. It also ensured consistency in the way the questions were asked. Likewise, participants were free to answer sensitive questions because they were not expected to reveal their identities.

**Respondents**

In this study, the target participants were comprised of 224 participants; those were management staff engaged in Bottled Water Plants that responded to TQM and OCB questionnaires.

**Table 1**  
**Respondents - Profile of Employees n= 300**

Profile	Category	F	%
Position	Top Management Level	7	3.1
	Middle Management Level	29	12.9
	Lower Management Level	188	83.9
Education Level	Secondary Education	146	65.2
	Bachelor’s Degree	67	29.9
	Master’s Degree	8	3.6
	PhD Degree	3	1.3
Department	Production/ Manufacturing	44	19.6
	Quality Assurance Management	28	12.5
	Materials Management	39	17.4
	Full Goods Management	43	19.2
	Engineering	32	14.3
	Others	38	17.0
Years of Service	Less than 5 years	190	84.8
	5 – 10 Years	25	11.2
	10 – 15 Years	4	1.8
	15 – 20 Years	-	-
	More than 20 Years	5	2.2

**Table 2**  
**Respondents - Profile of Customers n = 300**

Profile	Category	F	%
Location	Region 1	24	21.1
	Region 2	38	33.3
	Region 3	17	14.9
	Region 4-A	23	20.2
	Region 4-B	12	10.5
Warehouse Capacity	1,000 – 50,000 cases	55	48.2
	50,001 – 100,000 cases	26	22.8
	100,001 – 150,000 cases	12	10.5
	More than 150,000 cases	21	18.4
Inventory Turnover	1 – 3 days	36	31.6
	4 – 6 days	17	14.9
	7 – 9 days	22	19.3
	10 – 12 days	25	21.9
	13 days & more	14	12.3

**Data Collection Procedure**

This research endeavor started with the identification of the subject study, its focus, and its areas of concern. Afterward, consultation and brainstorming with the adviser took place. Immediately after the consultation and review of related literature and studies, the identification of questionnaires followed. The researcher used online forms to disseminate and collect questionnaires from its respondents easily. After participants submitted their responses, the researcher generated the tabulated data using the Excel form, arranged the data according to the customized template provided, submitted it to the adviser, and eventually reviewed them to get into the statistical data run.

**Data Analysis Procedure**

The data collected were quantitative and analyzed through frequency, percentage, Mann-Whitney, and Chi-Square. Descriptive statistical tools such as Statistical Package for Social Sciences (SPSS Version 21.0) and MS Excel helped the researcher to describe the data and determine the extent to which it was used. Tables were used to present the findings.

The Likert scale, such as Highly Observed, Observed, Moderately Observed, and Not Observed for TQM and Strongly Agree, Agree, Disagree, and Strongly Disagree for OCB, were applied to examine the mean score and standard deviation. This assisted in reviewing the connection between TQM practices and the performance of beverage manufacturing companies in the Philippines. Frequencies, percentages, means, and other key factors were used for data analysis. The data were broken down into various aspects of the relationship between total quality management activities and the performance of bottled water plants in the manufacturing company. The given scale was used to interpret the result of the data gathered: On TQM – with

an Arbitrary Scale of 3.45 – 4.00, 2.65 – 3.44, 1.85 – 2.64, 1.00 – 1.84 with interpretation - Highly Observed, Observed, Moderately Observed and Not Observed respectively; On OCB – with Arbitrary Scale of 3.45 – 4.00, 2.65 – 3.44, 1.85 – 2.64, 1.00 – 1.84 with interpretation – Strongly Agree, Agree, Disagree and Strongly Disagree.

**RESULTS AND DISCUSSION**

**Table 3**  
**Profile of the Respondents – Employees**

Profile	Category	F	%
Position	Top Management Level	7	3.1
	Middle Management Level	29	12.9
	Lower Management Level	188	83.9
	Secondary Education	146	65.2
	Bachelor's Degree	67	29.9
Education Level	Master's Degree	8	3.6
	PhD Degree	3	1.3
	Production/Manufacturing Quality Assurance	44	19.6
Department	Management	28	12.5
	Full Goods Management	39	17.4
	Engineering	43	19.2
	Others	32	14.3
	Less than 5 years	38	17.0
	5 – 10 Years	190	84.8
	10 – 15 Years	25	11.2
	15 – 20 Years	4	1.8
	More than 20 Years	-	-
	Years of Service	5	2.2

Table 3 presents the respondent's profiles. It can be noted that the bulk of the population is from the Lower Management Level (83.90 %), with Secondary Education (65.20 %), from the Production/Manufacturing Department (19.60 %), and most of them have stayed in the organization for Less than five years (84.80%).

Most of the employees are at the Lower Management Level; they are composed of supervisors, and most of them are operators who function in the company's operations. The minimum requirement for operators is only secondary level education but with experience in the field where they are deployed. Management only requires a little educational level for operators; employees are after their capability to absorb the technicality of the job. Many of these operators are deployed in the production/ manufacturing area because this is where the process and production procedures occur.

On the production floor, humans can split into two groups: employees or operators on the production line and workers in the support department. People compose most of the manufacturing industries, from the management to the layman (operators). In an industrial environment, many people work together from different departments to accomplish set goals. The supporting departments act their part in sustaining the industrial shop floor at a constant pace of operation [4].

Kaizen projects are formulated yearly as tasked by the top management to ensure continuous improvement in every department. It is up to the department what kind of project they want to implement as long as it benefits their department. This Kaizen Project helps the departments to be more effective and efficient in their processes towards achieving their goals that lead to the organization's success.

Continuous improvement is a quality philosophy that always ensures continued improvements and a workable process that should be constantly monitored for further improvements [5]. According to Laitinen [6], all organizations need continuous improvement at times, known as ('Rapid improvement') since it helps to simplify the flow of processes. An organization with efficient workflows saves time and money, less wasted time and effort; besides, it constantly improves operating overhead. Continuous improvement is a motivating driving force behind the most efficient and effective organizations [7].

Increased sales and decreased customer complaints indicate that the bottled water plants are performing well. There is a significant increase in the market share of bottled water products. The products lead the list in the market as the number one consumed bottled water in the country. To maintain market standing, the organization opts to boost and develop the product quality that drives its leading position in the market arena. It also introduces

a new product to address the needs of the market. A business's potential success depends on its organizational performance, meaning its ability to implement strategies efficiently to achieve institutional objectives [8]. An organization's success often relies on its workers, who are a vital part of the organization and form the team working towards achieving the goals of the organization [9].

**Table 4**  
**Profile of the Respondents – Consumer**

Profile	Category	F	%
Location	Region 1	24	21.1
	Region 2	38	33.3
	Region 3	17	14.9
	Region 4-A	23	20.2
	Region 4-B	12	10.5
Warehouse Capacity	1,000 – 50,000 cases	55	48.2
	50,001 – 100,000 cases	26	22.8
	100,001 – 150,000 cases	12	10.5
	150,001 – More than 150,000 cases	21	18.4
	1 – 3 days	36	31.6
	4 – 6 days	17	14.9
	7 – 9 days	22	19.3
	10 – 12 days	25	21.9
	13 days & more	14	12.3
	Inventory Turnover		

Table 4 presents the respondent's profiles. It can be gleaned that most of the participants are from Region 2 (33.30%), with 1, 000 – 50,000 cases warehouse capacity (48.20 %), with only 1 – 3 days' inventory turnover (31.60%).

Most warehouse locations are in the Manila area, where the center of trade in the country is located and where sales are generally high and fast. There are a lot of malls, merchandisers, and buyers going to most of the markets in the area, which is why Region 2 has the most significant number of warehouses.

According to Lambino [10], Metro Manila serves as a mediator between various Philippine locations and between the Philippines and other nations through communications and transportation connectivity. Additionally, he stated that Metro Manila's high-wealth population, commercially oriented cultural creation, and transportation system all contribute to the city's consumption concentration. The same study charted Metro Manila's transition from an industrial to a post-

industrial production hub. The article makes the case that this shift was accompanied by the geographic diffusion of industrial output to the nearby regions of Calabarzon and Central Luzon and the transformation of Metro Manila's economy into a higher-value economy.

Table 5 shows that the observance of TQM is essential for the Performance of bottled water plants in terms of Leadership, Customer Focus, People Management, Continuous Improvement, Organizational Performance results, Measurement, Analysis, and Knowledge Management. It could show that TQM is highly observed by the respondents when it comes to Leadership, Customer Focus, Continuous Improvement, and Organizational Performance Results.

**Table 5**

**Summary Table of Total Quality Management**

<b>Total Quality Management (TQM)</b>	<b>WM</b>	<b>VI</b>	<b>Rank</b>
1. Leadership	3.53	HO	1
2. Customer Focus	3.50	HO	4
3. People Management	3.37	O	6
4. Continuous Improvement	3.52	HO	2.5
5. Organizational Performance Result	3.52	HO	2.5
6. Measurement, Analysis and	3.49	O	5
7. Knowledge Management			

Top management ensures that everyone (from lowest to highest) is knowledgeable of the company's mission, vision, and objectives. They also support their employees, making them more committed to their functions. Hence, involving them in decision-making makes them think they are part of achieving the company's objectives. Suggestions and inputs from lower positions are accepted and considered to support in achieving the goal. There is clear communication among all the employees. All information from the top will surely be disseminated to everyone behind them through a huddle where all happenings, such as problems and achievements, are discussed and conveyed to everyone. In these ways, management can make their missions materialized.

TQM is effective in organizations through constant leadership with purpose, team communication among teams, and full commitment from the top management focusing on organizational performance and satisfaction of customers. Leaders serve as role models in the planning, communication, and coaching of the workforce through ethics, commitment, and

involvement [11].

It is vital for the organization to convey to the workers the importance of satisfying the customers because this is the lifeblood of the company; without them, business is not possible to exist and survive. Aside from ensuring the quality of the product at its affordable cost, the management must ensure that the employees, the first liners whom the customers are encountering, are equipped with knowledge on how to deliver service that satisfies customers. Talib et al. [12] observed that customer focus and top management commitment were the influences that played a part in the successful implementation of TQM and improvements in customer service quality and delivery. They also produced customer satisfaction through continuous improvement.

However, the table also reveals that people management has the lowest rank in the observance of TQM. This could show that there are some areas in terms of people management that are not so appreciated and often criticized by most people in the manufacturing company even though they are full of efforts in giving priority to employees, thinking that they are the most important resource that a company has. The human resources group and the management give importance to the profile competencies, training and development, and safety of the workplace of the employees of the plant, all for the company's benefit. However, they lack attention on how to motivate the employees in ways like a fair appraisal, promotion, and satisfaction that could make the employees more motivated in their work.

Employee productivity is one of the most significant factors influencing the organization's performance. An effective company, as a critical factor, directly affects and contributes to performance and understands the importance of human resources (HR). Although many other elements, including the organization's size, the environment in which it operates, and its activities, all play a role in success, any organization's success ultimately depends on the decisions and actions of its employees [13].

Table 6 shows that the respondents strongly agree with the observance of OCB affecting the performance of bottled water plants in terms of Altruism, Conscientiousness, Civic Virtue, Sportsmanship, and Courtesy.

Altruism in the workplace comes around; it is not being asked by the team leader to be practiced; they are not obliged to. Employees are behaving like it is naturally coming out from them. They are extending help

to other colleagues and extending working hours voluntarily to accomplish the given tasks to them. The oneness of the employees through helping each other exhibits the culture of altruism. This kind of culture motivates employees to work better which leads to the efficiency and effectiveness of the organization's operations. A successful organization, therefore, needs workforces who will do more than their usual work responsibilities and perform beyond expectations. To give credence to this assertion, Ahmad, Shaiful, and Nik [14] posit that to continuously endure in today's destructive business arena, companies must embrace fair employment practices to entice and preserve people with varied talents.

**Table 6**  
**Summary Table of Citizenship Behavior**

<b>Organizational Citizenship Behavior (OCB)</b>	<b>WM</b>	<b>VI</b>	<b>Rank</b>
1. Altruism	3.55	SA	1
2. Conscientiousness	3.52	SA	3
3. Civic Virtue	3.53	SA	2
4. Sportsmanship	3.52	SA	3
5. Courtesy	3.52	SA	3

In terms of Civic Virtue, every employee is set to have proactive thinking towards the benefit of the organization. They are involved in meetings, forums, brainstorming, and decision-making in every problem that their department is encountering. Hence, this is the time when the organization needs them the most, and the height of their commitment to the job is at its peak, which leads to the welfare of the organization. On the other side, the management gives them the necessary training or seminar to sharpen the saw of every individual. There is also company-sponsored social events that the company provides to make them feel that life inside the organization is not only about building and achieving business interest but also to develop their social nature inside the organization. In these ways, their commitment to the organization is towards achieving the business interest of the organization. Proactive practices such as Civic virtue, which necessitates effort and active participation, are essential to organizational success because informed participation creates a long-lasting competitive advantage [15]. Additionally, practicing civic virtue at work helps people and society by developing skills and habits. Citizens who can process knowledge and engage in productive conversation will have better professional possibilities.

However, the table shows the same assessment of respondents in the observance of OCB affecting the performance of bottled water plants in terms of Conscientiousness, Sportsmanship, and Courtesy.

In terms of conscientiousness, this could be explained through the workers' punctuality, an aspect that influences the attendance of workers in the organization. In a manufacturing plant that imposes 6-day work per week and 12 hours worked per day in a shifting mode, there is a high tendency that workers' attendance and punctuality will be affected because of being overworked. Tardiness will increase to happen, and promptness to come to work will really decline due to illness, stress, or insufficient rest, unlike other employees who experienced a 5-day work week and worked only 8 hours a day. Moreover, the human resource department's commitment to issuing disciplinary action to those employees who violate the absenteeism and tardiness policy based on the company rules and regulations is not as tight as it should be. Very seldom for them to check it, knowing that attendance and punctuality of the employees contribute to the performance of the organization.

In terms of sportsmanship, there are employees who feel more effective when they are working alone. They feel that whatever tasks are given to them, they can do it by themselves. This kind of employee exists in the workplace because they do not want others to be involved when there are unnecessary things that might happen to their work; they want to solve their problem all by themselves. They need to be always told to collaborate with the team and be reminded that having a good camaraderie among their colleagues will help them develop as a person or employee and help them to easily execute their tasks. Thus, work is better done when teamwork is applied.

Introverts can be highly innovative and are more sensitive to external stimuli than extroverts, which means that there may be a more exhausting overabundance of boisterous group work. In order to work efficiently, they often need time away from colleagues, but secured private spaces are often lacking in work environments. It's very difficult when introverts behave like extroverts. It takes a lot of effort and results in less mental and physical endurance to do their work [16].

In terms of courtesy, Sometimes, due to misunderstanding in the workplace, communication, no matter how it is established, will always be a wall that

divides the people. They tend to build separate groups or coalitions that bring unhealthy relationships that could lead to unhealthy competition between them, which is not healthy for the organization. The oneness and purpose of achieving the goals is being defeated. In this kind of situation, the superior must be the best mediator; he should not be biased, and he must know the start and end point of misunderstanding to resolve and bring back the harmonious work relationship of the employees.

**Table 7**  
**Difference in the Effect of TQM and OCB to Organizational Performance when Grouped According to Position**

TQM	Mann-Whitney U	p-value (2-tailed)	Interpretation
Leadership	2822.500	.108	Not Significant
Customer Focus	2922.500	.187	Not Significant
People Management	2775.500	.084	Not Significant
Continuous Improvement	3232.500	.664	Not Significant
Org'l Performance Result	3091.500	.386	Not Significant
Measurement, Analysis, and KM	2799.000	.091	Not Significant
<b>OCB</b>			
Altruism	2485.000**	.011	Significant
Conscientiousness	2538.500**	.017	Significant
Civic Virtue	2330.500**	.003	Significant
Sportsmanship	2394.500**	.005	Significant
Courtesy	2717.000	.059	Not Significant

\*Significant at  $p$ -value  $< 0.05$

There is no significant difference in the effect of TQM on Organizational Performance when the respondents are grouped according to position as denoted by the computed  $p$ -values of greater than 0.05 alpha level. It signifies that top/middle management responses compared to lower management levels do not differ significantly. It signifies that they have diverse perspectives on the effect of TQM on organizational performance.

Top management's drive for the organization's effectiveness and efficiency will lead its employees to perform and achieve the goals and objectives. Through the provision of necessary support and effective communication, the oneness of all the people in the

organization could be achieved. The sustained good governance and leadership of those who lead have a significant impact on it. The more the people see the desire, eagerness, or perseverance of the management to succeed, the more the people will cooperate with them. Open and wide communication will also help the organization achieve its goal. No matter how diverse the people are in the organization, if their mindset through achieving a goal is only one, nothing is impossible.

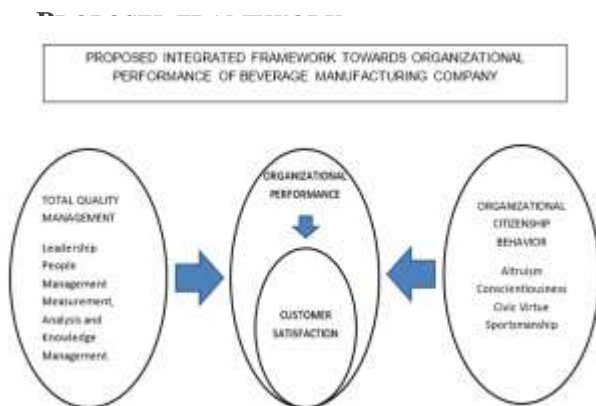
TQM must be understood by all employees as a corrective and developmental method for the benefit of all company stakeholders to achieve its ideals. Employees who are involved in reengineering processes, finding novel approaches to problems, and sharing their ideas with management fall under this category. Employees should have faith that management has their best interests in mind when it comes to quality achievement and ongoing development [17].

Meanwhile, there is a significant difference in the effect of OCB on organizational performance when the respondents are grouped according to position as denoted by the computed  $p$ -values of less than 0.05 alpha level except for courtesy. The result showed that the top/middle management has a significantly higher level of organizational citizenship behavior compared to the lower management level in terms of altruism, conscientiousness, civic virtue, and sportsmanship.

The top management composition is the ones who serve the company quite longer than the majority of the lower management people. Their behavior towards their work is not that established compared to the top management. They need to be trained and exposed so they can embrace and somehow become familiar with the environment. It will take time for them to have it in themselves. These lower management people have their personal interests placed first than the business interest of the company, unlike the mindset of the top management that if they help the company achieve its goal, it will return to them to grow also. That is why top management must invest in things or ways on how they can make the mindset of everyone in the organization in unity or as one.

It is the faith of the workers that an activity that is important or at least not harmful to them will be carried out by the company. Management trust, confidence in their decisions, authenticity, and optimistic aspirations are a few of the construct's related components [18]. This emerges from a system of mutual interaction in which workers perceive and reciprocate the behavior and track

the work environment continuously to determine whether they should trust the top management.



The figure shows the proposed framework for the Manufacturing Company. TQM and OCB tools were used in assessing its observance in the workplace. From there, the assessment was determined, and the application of TQM and OCB in the bottled water plants was also checked. The result of the survey revealed that the observance of employees in TQM and OCB is towards the performance improvement of the manufacturing company that will lead to the satisfaction of its customers.

Based on the formed framework of the study, the components of TQM (Leadership, People Management, Measurement, Analysis, and Knowledge Management) and OCB (Altruism, Conscientiousness, Civic Virtue, and Sportsmanship) significantly influence the organizational performance of the beverage manufacturing plant towards customer satisfaction. Improvement and continuance in each component of the two variables will lead to performance improvement in the organization.

It could be suggested that each component of two variables improve more through: TQM focuses on strengthening the culture of excellent leadership through good governance toward performance improvement (Leadership), emphasizing employee empowerment through training and programs for their benefit that ultimately lead to performance improvement of the beverage manufacturing company; and anticipating a systematic approach to gather and analyze quality information to use it to improve company performance. OCB encourages employees to work harder, reduce errors, and improve the quality of products and services

(Conscientiousness); motivates employees to participate in corporate affairs (Civic Virtue); and promotes goodwill among employees by helping coworkers with work-related problems, assisting new coworkers with adjusting to the work environment, performing tasks as necessary, and communicating with coworkers (Sportsmanship).

In line with the suggestions given, these components of OCB and TQM could influence the corporate performance of the beverage manufacturing company. Therefore, boosting OCB and TQM improves organizational performance.

### CONCLUSION AND RECOMMENDATION

Total Quality Management and Organizational Citizenship Behavior are undeniably observed in the workplace. Specifically, for TQM, the company's top management, especially those who directly lead most of the population, must maintain their leadership ability as they highly observe this. Their leadership plays a vital role in maintaining and improving the work inside the manufacturing site towards efficiency. Continuous improvement should always be practiced from the top to bottom level of the organization to become part of the norm and the organization's culture, eventually leading to organizational performance. In terms of people management, there are a lot of interventions that the organization can provide to improve more on this part. Technical and soft skills development could be provided to hone the professional relationship of people inside the workplace. It could develop the employees' productivity – their productivity will contribute to the organization's overall efficiency.

In terms of OCB, they strongly agree with the observance of it. The organization needs to sustain the current practices that make people perform altruistically. It is something that the organization needs to look at as an additional benefit they can get from the people. Continue engaging people in decision-making to make them feel they are part of the organization. It will result in a more proactive working style and result-driven performance. To improve the performance of the majority, especially those on the operations side, the management needs to consider how they can integrate the employees' work-life balance. Since most of the time of the employees is spent in the workplace. The management needs to consider how the employees would be transformed from individual contributors to team contributors. Work would be more accessible,



harmonious working relationships would be better, and the result would be faster. It could discount the possibility of misunderstanding and enhance communication among the employees.

These two variables are drivers of organizational performance that should be nurtured and effectively practiced inside the organization. Thus, the management should ensure that every employee embraces, practices, and exhibits TQM and OCB in the workplace for the better performance of the organization.

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