Receptivity of Frontline Services Employees Utilizing 7s Process Implementation Towards ISO Re-certification in One Higher Institution in the Philippines

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Abstract

This study aimed to evaluate the receptivity of frontline services employees in the different campuses in one higher institution in the Philippines to the implementation of 7s process which enormously affect their work performance towards the organization attainment of ISO recertification. It utilized a descriptive-correlational research design; data gathered from respondents was tabulated and computed to determine the level of receptivity based on their work performance. 150 employees from the different frontline offices among 4 campuses of the institution were surveyed using a self-administered questionnaire. Statistical tools such as mean, standard deviation, and Pearson's correlation coefficient were used to analyze the data gathered. The findings of the study resulted that the perceived level of receptivity of the employees using 7s process on their work performance was very high. The study also revealed a statistically significant correlation among employees' profile, work performance and ISO recertification. In congruence on the results among 7s process, work performance and ISO recertification which also appeared to be significant implying that 7s process has a vital role on employees work performance and imparted an impact on the institutions goal of optimizing their services. However, a result of statistically low to moderate correlation in strength was also apparent in some areas of concern which implies that a necessary improvement is needed therefore conducting an intense training, strong implementation of the process through a strict policy and comprehensive monitoring is being suggested. This study provides valuable insights for different institution in improving services and developing their employees' work performance.

Keywords: 7S Process, ISO certification, Work Performance, Optimization

Introduction

As many institutions try and give the most effective outcome in their service, a decent management system is required and thus, the implementations of 7S is highly recommended. The 7S is a developed process that began from 5S as a part of the Toyota Production System (TPS), the manufacturing method begun by leaders at the Toyota Motor Company in the early and mid-20th century. 7S Lean Methodology is obtained from five Japanese lean 5s methodology; Sort, set in order, Shine, standardize and sustain, outstretched by Safety as well as Spirit in the recent years which could be applied by any scope organizations. This methodology supports organization in work environment for efficacy and limiting obstacles in processes and also strengthen quality standards along with throughput, through carefully examining a prearranged work environment (Mahlaha et al., 2020).

As one of the higher institutions in the Philippines and known for different field of expertise that offers to students and caters large number of clients, a systematic approach when it comes to delivery of services particularly the frontline services offices is essential. They are the face of the institution when it comes to service excellence. The quality of their work can be measure through the numbers of satisfied clients. And to be able to excel in their line of service frontline employees must be aware of some particular processes that can help them in attaining the goal.

Likewise, as the journey of ISO certification continues, the needs for the continual optimization of different process (Onias, et al., 2022) particularly the frontline services must not be taken for granted. Escalating the 5S process into 7S will be of great help not just to the organization itself but specially to the quality of service being provided by each employee to the clients (Carrera, et al., 2021). As one of the goals aiming by the university is to systematize the existing system according to international standards.

7S process is a distinct method that have important implications on the effectiveness of an organization, work's environment reduction, eradicating losses due to system failures and improvement of the quality and safety of work and services in higher education offices. The organization's adherence with the standard of ISO is the established condition in which people are committed in achieving the quality objectives of the organization.

Theoretical Framework

The theoretical framework for this study is based on the Scientific Management Theory which sometimes referred to as Taylor's Motivation Theory. It synthesizes and analyzes workflows. Its major purpose is improving, especially labor productivity and economic efficiency. It is a procedure designed at the production of nonhuman technology employing control over employee's production of nonhuman technology employing control over employees of workers in an organization (Ritzer, 2010). Expectancy Theory (Vroom 1964) as part of Process Theory helps in describing how a particular effort is related to the desire for specific outcomes as they evaluate the victor of an outcome. (Richards-Gustafson, 2020) cited in a newsletter that the assumption of an employer that is trying to predict an outcome and produce perceived expectations about upcoming event that are real is use in expectancy theory.

Literature Review

7S is a concept for organizing spaces and a powerful method that can help to improve organizations efficiency, productivity, safety and morale (Hashim, et al., 2022). As reflected in improved morale of workers, each stage constantly improves the performance of the organization by eliminating all forms of waste and maintaining a clean and safe work environment methodology (Sukdeo, et al., 2020). Furthermore, it can help every institution to withstand organizational change (Ez-Zaouine, et al., 2022) and in obtaining standards certification like ISO as it is one of the best practices making it a parameter being look upon during audit.

Providing clients with high-quality goods and services is a major factor in driving market leadership, usefulness, and customer contentment. Presently, there is a global shift with respect to continuously demanding customer expectations concerning quality. Along with this trend is the increasing awareness that in achieving and sustaining excellent economic performance constant quality improvements are always essential. ISO was established in 1947 and the source of ISO 9000, it is the specialized international agency

for standardization which comprises the national standards bodies of 140 countries, collaborating to create approximately 13,000 International Standards for government and business society (Lushi et al., 2016).

An employee's work performance can be critique through any formal or informal communication that provided by the management as a key element of performance management (Spacey, 2019). The employee must live up to the core value of the organization. If the organization or organizational unit does not add up the importance of job performance then it has no reason to exist. This could be value for customers, society and shareholders or for colleagues within the organization (Noordzij, 2017). Every employee makes an individual contribution to the performance of the organizational unit and thus to your entire organization. If the performance of an organizational unit or individual employee falls behind for too long, as a rule this will lead to reorganization or redundancy. In addition, (Leonard, 2019) employee performance is critical to the final success of the company so business owners need employees to be able to get the task done properly. The key benefits of evaluating employee's performance through develop consistent and objective methods must understand by business leaders. Overall, the foremost important factors in employee performance is to achieve goals.

Process optimization promotes better performance and outcomes, risk reduction, and improved system control by reducing waste in general, including needless pauses and moves, idle time, and wasteful spending. Through optimization, the company enhances its processes and, as a result, may produce better outcomes with increased productivity, decreased costs, and higher profits—all while cutting production time. The institution must ensure the effectiveness, operational accessibility, and process monitoring for both businesses that sell goods and services (Onias, et al., 2022). Optimizing business process execution performance can have a number of advantages. A system's function that adds value to an organization is called a service. Every service is a compact operation that provides the customer with business value. Too much responsibility makes services unusable but services with less liability are reusable yet expensive to maintain. Creating services whose scope matches the stage of the organization's business process is best practice. (Gorski, et al., 2021).

Methods

This study utilized a descriptive method of research. Respondents were selected using a probability sampling technique in which they were randomly selected to take part in a survey. Data and information were collected through the use of structured questionnaires which is the most frequently used instrument to collect data and was distributed among frontline employees of the institution. This is primarily a four parts questionnaire wherein the first part covers the socioeconomic profile of the respondents, second part focused on the level of receptiveness of the frontline employees on the 7s process. Third part will determine their level of work performance in terms of productivity, quality of work, effectiveness, responsiveness and commitment. Last part of the questionnaire concern on the level of receptiveness as observed by the respondents using 7s process to ISO recertification in terms of optimization, efficiency and sustainability. The second, third and last part of the questionnaire is being measured using a Seven Point Likert Scale rating. A tentative draft of the questionnaire was submitted to the expert for judgment and content validation. After the validation a pilot testing to a non-respondent was conducted for Cronbach treatment to be able to recognized the validity and reliability of the questionnaires. The data collected was tabulated, analyzed and interpreted using standard deviation, mean and Pearson r to determine the statistical findings. Total enumeration was used in the study, the population of frontline employees in the institution that undergone the survey was 150. The research target was the basis for interpreting the receptiveness of the respondents.

The general objective of the study was to determine the receptiveness of the frontline employees on 7s process, as an input for process optimization of the higher institution that will help on escalating its standards. Specifically, the findings of this study will contribute to the body of knowledge on work performance in the context of higher institution frontline services employee's and provide specific ideas into how the services being provided will flow systematically and how it will create a positive impact towards achieving the goal of the institution in providing quality service to the community and stakeholders.

Results

The demographic distribution of the respondents according to age reflected that out of 150 employees mostly were in the range of 20 – 30 years old with a total of 77 (51.3 %) followed by 31 – 40 years old total of 41 (27.3%) third were 41 – 50 years old with a total of 22 (14.7%) and lastly, 51 – 65 years old total of 10 (6.7%) fall on this age. Moreover, 106 (70.7%) were female while 44 (29.3%) were male. On marital status, 93 (62.0%) or majority of the respondents were single while 53 (35.3%) were married and 4 (2.7%) were widowed. According to the study 65 or 43.3% of the employees who took part in the research were permanent, next were OJT/Student Assistant/Kalahi which comprises 42 or 28.0% of the total respondents, third were Job order which comprises 37 or 24.7% and lastly were casual which comprises 6 or 4.0% of the total respondents. Additionally, majority of the respondents fall under 1 year below of service which were 66 in total (44.0%). Second largest group was 54 in total (36.0%) who had 1 – 10 years in service, third group was 20 (13.3%) who had 11 – 20 years in service while only small percentage or 0.7% fall under 21 years above in service.

Table 1. Reliability Analysis

Latent construct	Cronbach's α	Recommended value
Sorting	.702	≥0.7
Setting or Organization	.812	≥0.7
Standardization	.879	≥0.7
Sustain or Self-Discipline	.773	≥0.7
Safety	.803	≥0.7
Spirit	.936	≥0.7
Productivity	.937	≥0.7
Quality of Work	.844	≥0.7
Responsiveness	.868	≥0.7
Effectiveness	.861	≥0.7
Commitment	.896	≥0.7
Optimization	.932	≥0.7
Efficiency	.900	≥0.7
Sustainability	.909	≥0.7

Alpha (α) = reliability test

Table 1 showed the consistency reliability statistics. The Cronbach's alpha coefficients were all above the recommended value of 0.7 showing the instrument to reached acceptable reliability. For research purposes, a Cronbach's alpha value of 0.7 or above is usually regarded as appropriate. More levels of Cronbach's alpha scaling from of 0 to 1 denote more internal consistency or scale dependability. To make certain that the measures used to evaluate raise such as attitude, beliefs and personality traits are reliable and valid Cronbach alpha is often used in different fields (mTab, 2024). Authors frequently use Cronbach's alpha as a figure to show that scales and trial created or used for research projects are appropriate for their intended

use. As previously said in the study of (Taber, 2018), suggested that it is not appropriate to consider the values for Cronbach's alpha to be a fixed property of the scale or instrument, but rather to relate to the specific sample responding on a given occasion. To ensure the validity and correctness of data analysis, researchers and assessors must estimate the value of Alpha as a key idea in the evaluation of questionnaires and assessment (Tavakol, et al.,2011).

Table 2. Perceived Level of Receptivity in Terms of 7s Process

7s Process	Overall Mean *(M)*	Overall Standard Deviation (*SD*)	Verbal Interpretation
Sorting	6.20	0.60	Very Receptive
Setting in Order	6.30	0.59	Very Receptive
Shine	6.40	0.61	Very Receptive
Standardize	6.31	0.64	Very Receptive
Sustain	6.21	0.64	Very Receptive
Safety	6.32	0.62	Very Receptive
Spirit	6.25	0.72	Very Receptive

Legend: N=100. The mean is interpreted as follows:

Rating Score	Rating Scale	Descriptions
7	6.16 – 7.00	Very Receptive (VR)
6	6.15 – 5.30	Receptive (R)
5	4.44 – 5.29	Slightly Receptive (SR)
4	3.58 – 4.43	Neither Receptive nor Unreceptive (NRU)
3	2.72 – 3.57	Slightly Unreceptive (SU)
2	1.86 – 2.71	Unreceptive (U)
1	1.00 – 1.85	Very Unreceptive (VU)

Table 2 showed the perceived level of receptivity of frontline employees in terms of sorting with an overall mean score of 6.20 (SD=0.60); setting in order 6.30 (SD=0.59); shine 6.40 (SD=0.61); standardize 6.31 (SD=0.64); sustain 6.21 (SD=0.64); safety 6.32 (SD=0.62); and spirit 6.25 (SD=0.72).

Overall, the mean score obtained which has a verbal interpretation of “Very Receptive” suggested that employees displayed a strong level of receptiveness which is vital characteristic of employees when performing their jobs resulting to an increased efficiency and productivity and improved customer satisfaction. In the studies of (Lee, 2017) and (Subburaman, 2019) stated that completing the sustain process is making the workers do sort, set in order, shine and standardize and making it run daily. Take notes on what works, and problem-solve with workers to find solutions to inconsistent and inefficient steps in the process. Similarly, results on the study conducted by (Mahlaha, et al., 2020) that this tool offers continual improvement in every unit implemented on and promotes safety awareness therefore helping the organization realize better quality of service. Additionally, the results on the study of (Hashim, 2021) also proved that there is a correlation between the strategy of setting business rules with the (7S) methodology, which is significant and also correlated between the purification strategy and the 7s. However, as stated in

journal of (CMDA Cleaning Services, 2015) that this can be challenging to implement and most likely to fail when there was a poor planning wherein plans were not modified according to the organizations need.

Table 3. Level of Work Performance of Frontline Employees using 7s Process

Work Performance	Overall Mean *(M)*	Overall Standard Deviation (*SD*)	Verbal Interpretation
Productivity	6.43	0.63	Very High
Quality of Work	6.43	0.61	Very High
Responsiveness	6.47	0.60	Very High
Effectiveness	6.46	0.63	Very High
Commitment	6.54	0.65	Very High

Legend: N=100. The mean is interpreted as follows:

Rating Score	Rating Scale	Descriptions
7	6.16 – 7.00	Very High (VH)
6	6.15 – 5.30	High (H)
5	4.44 – 5.29	Slightly High (SH)
4	3.58 – 4.43	Neither High nor Low (NHL)
3	2.72 – 3.57	Slightly Low (SL)
2	1.86 – 2.71	Low (L)
1	1.00 – 1.85	Very Low (VL)

Indicated in Table 3, the perceived level of work performance of frontline employees in terms of productivity obtained the lowest mean score of 6.43 (SD=0.63); quality of work also obtained a lowest mean score of 6.43 (SD=0.61); responsiveness resulted a mean score of 6.47 (SD=0.60); effectiveness mean score was 6.46 (SD=0.63); and lastly commitment that resulted the highest mean score of 6.54 (SD=0.65).

Generally, the perceived level of work performance of frontline employees using 7s process was verbally interpreted as “Very High” which implied that the value of the employee within the organization can be assess through their performance. It requires an in-depth understanding of the individuals themselves and also the ability to encourage their growth and development in order to manage their performance. This was supported by the previous study of (Adamu, 2017) and (Chhay, et al., 2018) which stated that determining whether perceived service exceeds or fails to meet customer satisfaction involve quality of work. It is top priority for every organization that can be naturally seen attribution in view of the customers experience about the service that the customer received. Comparably, the study of (Leonard, K. 2019) stated that employee performance is critical to the final success of the company so business owners need employees to be able to get the task done properly. The key benefits of evaluating employee’s performance through develop consistent and objective methods must understand by business leaders. Studies of (Hanaysha, 2016) and (Victoria, 2019) also stated that employee’s productivity can be reinforced by providing sufficient resources, materials or training and development. Motivated and trained employees would perform better that makes them the resources and the assets of an organization. However, employees display poorer performance when their importance is neglected.

Table 4. Level of Receptivity of Frontline Employees using 7s Process to ISO Re-certification

ISO-Recertification	Overall Mean *(M)*	Overall Standard Deviation (*SD*)	Verbal Interpretation
Optimization	6.41	0.55	Very Receptive
Efficiency	6.39	0.57	Very Receptive
Sustainability	6.41	0.56	Very Receptive

Legend: N=100. The mean is interpreted as follows:

Rating Score	Rating Scale	Descriptions
7	6.16 – 7.00	Very Receptive (VR)
6	6.15 – 5.30	Receptive (R)
5	4.44 – 5.29	Slightly Receptive (SR)
4	3.58 – 4.43	Neither Receptive nor Unreceptive (NRU)
3	2.72 – 3.57	Slightly Unreceptive (SU)
2	1.86 – 2.71	Unreceptive (U)
1	1.00 – 1.85	Very Unreceptive (VU)

Table 4 showed the level of receptiveness as observed by employees using 7s process to ISO re-certification obtained an overall mean score of 6.41 (SD=0.55) in terms of optimization; efficiency resulted a low mean score of 6.39 (SD=0.57); and lastly in terms of sustainability the obtained mean score was 6.41 (SD=0.56).

Overall, despite some results of low mean score, the perceive level of receptivity of employees using 7s process to ISO recertification was still verbally interpreted as “Very Receptive” indicating positive behavior of the employees towards the process thereby resulting positive impact to ISO re-certification.

According to the study of (Klien, et al., 2022) the first thing to consider was that because of how quickly the internal and external organizational environment was changing, businesses needed to constantly adapted and enhanced their procedures. Establishing a long-term habit of ongoing adjustments was made possible by the gradual used of continuous improvement. Additionally, (Lin, et al., 2020) focusing on employee activity in the workplace, safe process designed for the employee, reducing accidents at workstations, maintaining operator/employee health, minimizing ergonomic hazards and reducing work related injuries and illnesses achieved the maximum agreement regarding their contribution to a sustainable production process. (Olaore, et al., 2023) showed that organizational effectiveness was a key component of business and that it was also linked to the organization's ability to survive; yet, organizational effectiveness was also impacted by unproductive work practices. Moreover, (Kuasoski, et al., 2022) since sustainability was a continual challenge oftentimes businesses struggle how to monitor their progress or put strategies into practice that combined the various components or elements. Relatively, the study of (Roghanian, et al., 2018) stated that investing in training and skill development programs for staff can improve their skills and enable them to apply process optimization strategies successfully.

Table 5. Relationship Between Frontline Employees Profile and Work Performance

Profile	Work Performance				
	Productivity	Quality	Responsiveness	Effectiveness	Commitment
Age	r_s=–0.259** low corr. *p*=.001	r_s=–0.224** low corr. *p*=.006	r_s=–0.258** low corr. *p*=.001	r_s=–0.250** low corr. *p*=.002	r_s=–0.217** low corr. *p*=.008
Length of service	r_s=–0.305*** low corr. *p*< .001	r_s=–0.272*** low corr. *p*< .001	r_s=–0.247** low corr. *p*=.002	r_s=–0.227** low corr. *p*=.005	r_s=–0.158 slight corr. *p*=.054
Sex	*F*(1,148)= 0.0007 *p*=.980	*F*(1,148)= 0.071 *p*=.790	*F*(1,148)= 0.489 *p*=.486	*F*(1,148)= 0.803 *p*=.371	*F*(1,148)= 0.402 *p*=.527
Marital status	*F*(2,147)= 1.261 *p*=.286	*F*(2,147)= 0.587 *p*=.557	*F*(2,147)= 0.742 *p*=.478	*F*(2,147)= 0.573 *p*=.565	*F*(2,147)= 0.436 *p*=.647
Employment status	*F*(3,146)= 2.65 *p*=.051	*F*(3,146)= 2.13 *p*=.099	*F*(3,146)= 3.30* *p*=.022	*F*(3,146)= 3.11* *p*=.028	*F*(3,146)= 1.52 *p*=.212

Note. Cell contains test statistic and its corresponding p value. Degree of freedom for r_s is 148.
*p<.05. **p<.01. ***p<.001.

Table 5 presented the significant relationship between the respondents' profile and their work performance wherein at the degree of freedom of 148 the computed r values and the p-values between age and length of service towards work performance variables obtained were less than the significance level of .05, indicating that there was a statistical significance among these variables, except length of service with commitment which resulted a p-value higher than the significance level making it statistically insignificant.

The results of the findings were in contrast with the study of (Lakshmita, et al., 2022) that the longer the working period employee the higher productivity it will contribute. Workers with short tenure risk productivity it works. The length of time an employee has contributed to a company provide an expansion on his ability to work well. The speed and skills in doing the job greatly affects by the length of a person's working period. The finding was however in accordance with the study (Li, et al., 2022) aging negatively influence working memory capacity and task production.

The relationship between age and task performance partially mediates the working memory capacity. This was also true based on the results of data analysis on the study of (Cahyadi, 2022) that the length of work has no effect on employee performance. Furthermore, the linear relationship between Sex, Marital Status and Employment Status towards Work Performance based on the computed F value and p-values also resulted a statistical insignificant linear relationship wherein computed p-value was greater than .05. The study of (Karaman et al. 2020) stated that there was no discernible variation in employees' job performance based on their services when looking at the impact of organizational exclusion on job performance. However, Employment Status was somehow associated with Responsiveness and Effectiveness based on the computed

values wherein Responsiveness, F(3,146) = 3.30, p = .022; and Effectiveness F(3,146) = 3.11, p = .028. This implied that Responsiveness and Effectiveness differed among permanent, job order, OJT, and casual employees. (Marzuki, et al., 2023) stated that employment status appears to utilize as a moderating factor in the relationship between employee performance and organizational commitment and motivation.

Table 6. Relationship Between Frontline Employees Profile and ISO Recertification

Profile	ISO Recertification		
	Optimization	**Efficiency**	**Sustainability**
Age	r_s=–.167* low corr. p=.041	r_s=–.193* low corr. p=.018	r_s=–.180* low corr. p=.027
Length of service	r_s=–.154 low corr. p=.059	r_s=–.174* low corr. p=.034	r_s=–.184* low corr. p=.024
Sex	F(1,148)=0.208 p=.649	F(1,148)=0.430 p=.513	F(1,148)=0.551 p=.459
Marital status	F(2,147)=0.347 p=.708	F(2,147)=0.148 p=.863	F(2,147)=0.299 p=.742
Employment status	F(3,146)=1.02 p=.388	F(3,146)=1.17 p=.322	F(3,146)=1.64 p=.182

Note. Cell contains test statistic and its corresponding p value. Degree of freedom for r_s is 148.
*p<.05.

Table 6 presented the relationship between the respondents' profile towards ISO recertification wherein at the degree of freedom of 148 the computed r values and the p-values between age, length of service and ISO recertification variables obtained were less than the significance level of .05, indicating that there is a statistical significance among these variables except between length of service and optimization wherein the p-value is higher than .05 level of significance.

However, Sex, Marital Status and Employment Status showed no statistically significant linear relationship with any of the ISO recertification based on the computed F values and p-values which obtained a value greater than .05 level of significance. Implying that these profile variables do not matter on employee's perception of ISO recertification.

The study result is in accordance with the study of (Santos, 2023) stating that only workers with the necessary abilities to carry out their responsibilities accurately and successfully will be able to meet the set goals and objectives, paving the way for the introduction of enhanced processes. Additionally, the study of (Kartha, 2022) resulted that due to variability in the demographic characteristics especially for Russia and China there was considerable heterogeneity in the data.

Table 7. Correlations Between 7S Process and Work Performance

7S process	Work Performance				
	Productivity	**Quality**	**Responsiveness**	**Effectiveness**	**Commitment**
Sorting	0.417*** moderate	0.376*** low	0.376*** low	0.330*** low	0.312*** low
Setting	0.500*** moderate	0.538*** moderate	0.473*** moderate	0.477*** moderate	0.455*** moderate
Shine	0.389*** low	0.384*** low	0.358*** low	0.329*** low	0.325*** low
Standardization	0.594*** moderate	0.593*** moderate	0.538*** moderate	0.500*** moderate	0.490*** moderate
Sustaining	0.495*** moderate	0.449*** moderate	0.374*** low	0.378*** low	0.359*** low
Safety	0.426*** moderate	0.427*** moderate	0.366*** low	0.355*** low	0.299*** low
Spirit	0.305*** low	0.329*** low	0.249** low	0.268*** low	0.200** low

Note. df=148. Cell contains Pearson r correlation coefficient and verbal interpretation of its strength.
*p<.05. **p<.01. ***p<.001.

In table 7 the correlation between 7s process and the respondents work performance was presented. It was observed that noting the degree of freedom of 148 and at p<.001 all the computed p-value was less than .05 level of significance resulting a statistically significant correlation between these variables.

The result also showed a low to moderate verbal interpretation in the context of level of strength which was based on the computed value of the variables.

In the study of (Bayaton, et al., 2023) the 7s process was effective and highly recommended and turned out to be a significant contributor to better-quality performance. In addition, (Sukdeo, et al., 2020) the research found that the application of the 7S methodology had a positive impact in all five workshops of the company.

Table 8. Correlations Between 7S Process and ISO Recertification

7S process	ISO Recertification		
	Optimization	**Efficiency**	**Sustainability**
Sorting	0.461*** moderate	0.394*** low	0.367*** low
Setting	0.591*** moderate	0.559*** moderate	0.519*** moderate
Shine	0.465*** moderate	0.430*** moderate	0.358*** low
Standardization	0.586*** moderate	0.569*** moderate	0.491*** moderate
Sustaining	0.555*** moderate	0.492*** moderate	0.477*** moderate
Safety	0.547*** moderate	0.488*** moderate	0.456*** moderate
Spirit	0.423*** moderate	0.375*** low	0.359*** low

Note. df=148. Cell contains Pearson r correlation coefficient and verbal interpretation of its strength. *p<.05. **p<.01. ***p<.001.

Table 8 presented the correlation between the 7S process and ISO recertification. It was observed that at p<.001 all the computed p–value was less than .05 level of significance indicating that there was a statistically significant correlation between these variables. The computed strength obtained from the tests results was verbally interpreted as low to moderate correlation. Therefore, we can conclude that despite the low correlation of 7s process to ISO recertification in terms of strength but statistically it has a significant relationship with each other.

The results on the study of (Ez-Zaouine, et al.,2022) showed that, generally, the ability of businesses to withstand organizational change is the most crucial factor for organizational development, even though the participation of all businesses in a quality certification process has a positive effect on organizational change. Study of (Cantos, et al., 2018) data gathered revealed that positive attitude, behavior, interest and creativity were always manifested among the school's division personnel as their personal and professional attributes. Additionally, (Mahlaha, et al., 2020) also revealed that organizations were using a variety of efficiency improvement technologies as a result of the constantly changing business environment, increased awareness of, and worries about, work-related environmental issues. It is evident from previously read publication works that, when implemented properly, one of the lean methodology tools does have a major positive impact on an organization's performance.

Conclusion

Based on the findings of the study, despite some low statistic results in other area the receptivity of the employees towards 7S process was still very receptive similarly with respondent's level of work performance which was very high. Their level of receptivity using 7s process to ISO recertification was also verbally interpreted as very receptive. The relationship of the respondents' profile between work performance showed low to moderate strength and insignificant result at some point but relatively statistically significant in bigger areas therefore rejecting the null hypotheses.

Results on the relationship of the respondents' profile to ISO recertification said to be statistically significant at some point but insignificant in other point implying that these profile variables do not matter on employee's perception of ISO recertification. Lastly, the results on the correlation of 7s process and respondents' work performance also suggested to be statistically significant and the correlation between 7s process and ISO recertification despite obtaining a low to moderate level of strength but was statistically significant in result.

Significantly, the results of the study will help the heads of offices in order to employ a systematic process on service delivery of the employees to the clienteles as well as to attain the goals of the institution on providing quality service that leads to highest degree of excellence. Additionally, it also beneficial to frontline employees as they will become systematize on their line of work and be able to perform their duties and responsibilities effectively that will contribute to achieve the goals of the institution and clienteles may receive a quality service and minimize the time spent in transacting with their needs.

Recommendations

Based on the results of the study which resulted an occurrence of negative correlation at some areas, the following recommendations were suggested:

1. The institution may prioritize the optimal development of the employees through implementation of training programs and workshop of the 7s process aiming the full understanding of the frontline employees on the process and its essential benefit to their day-to-day work.

2. Formulating a policy on the strict adherence to the process stipulating its vital role not just in attaining the ISO recertification but also to the pursuit of the institution of providing service excellence to its clients and stakeholders.

3. Creating a team that will constantly evaluate and monitor the adherence of the employees to the implementation of the process to ensure its continual improvement and become one of the best practices in the institution.

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