www.jchr.org

JCHR (2023) 13(3), 1484-1495 | ISSN:2251-6727



## Stake Holders' Awareness and Involvement in Quality Assurance Programs

Mona Liza H. Sollano, Erly M. Martir

Guimaras State University - Graduate School

(Received: 04 August 2023 Revised: 12 September Accepted: 06 October)

#### **KEYWORDS**

Awareness, Involvement, Guimaras State University

#### ABSTRACT:

This study aimed to determine the Graduate School stakeholders' awareness and involvement in quality assurance programs of Guimaras State University, Buenavista, Guimaras, Philippines for Academic Year 2022-2023. A descriptive research design was used in this study utilizing 375 respondents who were purposively chosen through convenience sampling technique. A researchermade questionnaire was employed in gathering the data needed. Frequency count, percentage, mean, Mann Whitney U-test, Kruskal Wallis H-test and Spearman's rho were the statistical tools used and the level of significance was set at.05. It was found out that the stakeholders had very high level of awareness and to a great extent of involvement in the quality assurance programs as a whole and when classified according to age, sex, status of employment, course and type of respondent; The stakeholders had similar level of awareness on quality assurance programs when classified according to age, sex and status of employment but different when in terms of type of respondent and course; they had different extent of involvement when classified according to age, type of respondent, status of employment and course but similar in terms of their sex; and the stakeholders' awareness was related to their involvement in quality assurance programs.

#### Introduction

As part of its mandate to promote quality tertiary education in the Philippines, Commission on Higher Education (CHED) supports the development of HEIs into mature institutions by engaging them in the process of promoting a culture of quality. Premised on a shareunderstanding of quality, Commission on Higher Education (CHED) encourages institutional flexibility of HEIs in translating policies into programs and systems that lead to quality outcomes, assessed and enhanced within their respective internal QA systems. The starting point of QA is the articulation of the desired quality outcomes, set within the context of the HEI's Vision, Mission, and Goals (VMG).

Guimaras State University in its quest for quality as it envisions to be the center of excellence in education and green technology generation has submitted its programs to accreditation, ISO 9001:2015 Quality Management System certification, and CHED's Institutional Sustainability Assessment (ISA) where the office of Quality Assurance looks into the sustainability of all these mechanisms as the institution develops the

culture of quality to be attuned to CHED's change of paradigm from the existing parameters of quality to the Outcomes-Based approach (Sollano, 2016). The development of a culture of quality in the conduct of quality assurance mechanisms is realized as the institution submits itself to evaluation programs which require involvement of everyone in the organization as employees often provide the needed resources and have the ability to control the interaction and resource flows in the system. They also ultimately have strong impact in an organization's survival.

The study of Sollano (2016), on Guimaras State College Quality Status: An Evaluation revealed that one the problems met in the conduct of the different quality assurance programs and activities is minimal participation of employees. The researcherswould like to know if how the Graduate School stakeholders particularly the alumni and students are aware and involved in its quality assurance programs in order for appropriate and immediate actions can be taken. Thus, this study was conducted.

www.jchr.org

JCHR (2023) 13(3), 1484-1495 | ISSN:2251-6727



#### Research Paradigm

## Research Paradigm

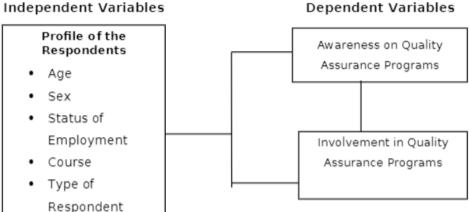


Figure 1. Schematic diagram of the Stakeholders' Awareness and Involvement in Quality Assurance Programs

#### **Statement of the Problem**

This study aims to determine the Graduate School stakeholders' awareness and involvement in quality assurance programs of Guimaras State University, Buenavista, Guimaras, Philippines for Academic Year 2022-2023.

Specifically, it sought answers to the following questions:

- 1. What is the level of stakeholders' awarenesson quality assurance programs when taken as a whole and when they are classified according to age, sex, status of employment, course and type of respondent?
- 2. What is the extent of stakeholders' involvement in quality assurance programs when taken as a whole and when they are classified according to age, sex, status of employment, course and type of respondent?
- 3. Are there significant differences in the level of stakeholders' awarenesson quality assurance programs when they are classified according to age, sex, status of employment, course and type of respondent?
- Are there significant differences in the extent of stakeholders' involvement in quality assurance programs when they are classified according to age, sex,

- status of employment, course and type of respondent?
- 5. Is there a significant relationship betweenstakeholders' awareness and involvementin quality assurance programs?

#### **Hypotheses**

Based on the problem posed the following hypotheses were advanced.

- 1. There are no significant differences in the level of stakeholders' awarenessin quality assurance programs when they are classified according to age, sex, status of employment, course and type of respondent.
- There are no significant differences in the extent of stakeholders' involvement in quality assurance programs when they are classified according to age, sex, status of employment, course and type of respondent.
- There is no significant relationship betweenstakeholders'awareness and involvementin quality assurance programs.

#### Methods

#### Research Design

Descriptive research was used in this study. This research design is appropriate for studies which aim to find out what prevail in the present condition relationship, held opinions and beliefs, as related

www.jchr.org

JCHR (2023) 13(3), 1484-1495 | ISSN:2251-6727



processes and effects and developing trends. The purpose of the research is to evaluate or measure the results against some known or hypothesized standards (Werner, 2018).

#### Respondents of the Study

The respondents in this study were the enrolled students in the different programs in the Graduate School of Guimaras State University for Academic Year 2022-2023 and its alumni. They were purposively chosen using convenience sampling technique.

#### **Data Gathering Instrument**

The primary instrument used in gathering data for this study was a researcher – made questionnaire which was consisted of three parts where Part I was on questions about the profile of respondents, Part II was on questions about the awareness of stakeholders' on quality assurance programs and Part III was on the involvement of stakeholders' on quality assurance programs.

#### **Statistical Tools Used**

The statistical tools used in this study were frequency count, percentage, mean, Mann- Whitney Utest, Kruskal- Wallis H-test and Spearman's rho.

#### **Results and Discussion**

### Stakeholders' Awareness on Quality Assurance Programs When Taken as a Whole

Data in table 2 revealed that when the respondents were grouped as a whole, for all the indicators they had very high level of awareness as indicated in the overall mean of 4.73. Further, the statement with the highest mean was "there is a Quality Assurance unit which ensures that there are mechanisms, procedures and processes in place where quality is delivered to clients with M=4.83 while "all programs offered have Certificates of Program Compliance by CHED with M=4.63 and "there is compliance to CHED Institutional Sustainability Assessment (ISA) with M=4.63. This means that the respondents were very aware on Quality Assurance programs of Guimaras State University.

Table 2. Stakeholders' Awareness on Quality Assurance Programs When Taken As a Whole

Items	Mean	Description
there is a Quality Assurance unit which ensures that		
there are mechanisms, procedures and processes in		
place where quality is delivered to clients	4.83	Very High
the quality assurance includes accreditation, ISO and		
CHED ISA	4.67	Very High
there is an institutional Quality Assurance unit that takes charge of the conduct of accreditation, ISO and CHED ISA evaluation.		
	4.67	Very High
Quality Assurance system is an outcomes-based approach.	4.76	Very High
all programs offered have Certificate of Program Compliance by CHED	4.63	Very High
the management is 9001:2015 Quality Management System certified	4.80	Very High
there is compliance to CHED Institutional Sustainability Assessment (ISA)	4.63	Very High
Quality Assurance program is a stakeholders' participatory endeavor	4.78	Very High
the internal quality assurance provides opportunity to the development of a culture of quality in the	4.81	Very High

www.jchr.org

JCHR (2023) 13(3), 1484-1495 | ISSN:2251-6727



institution		
there is compliance to accreditation, ISO, CHED through ISA Standards	4.71	Very High
Overall Mean	4.73	Very High

Scale of Means: 4.21-5.00 – Very High; 3.41-4.20 – High; 2.61-3.40 – Moderate; 1.81-2.60 – Low; and 1.00-1.80 – Very Low

### Stakeholders' Awareness on Quality Assurance Programs When Classified According to Age, Sex, Course, Type of Respondent and Status of Employment

As shown in table 3, when the respondents were classified according to their profile variables. They had very high level of awareness on quality assurance programs of the university with overall mean of 4.73 regardless of their profile variables. Variations were noted in the values of means like for age, those below 40 years old had higher mean =4.77 as compared to those 40 years old and above M=4.62.

As to sex, the male respondents' mean was 4.74 which is higher than that of females, M=4.72; As

to course, the Doctor of Education respondents had the highest mean =4.94 and the lowest was that from Master of Arts in Teaching Mathematics with M=4.50.

For the type of respondent, the student respondents had higher mean=4.81 than that of the alumni with mean=4.69 and as to status of employment, those who were not employed had higher M=4.75 than those who were employed with M=4.73.

These findings mean that the respondents regardless of their age, sex, course, type of respondent and status of employment, were all very aware about quality assurance programs in Guimaras State University.

Table 3. Stakeholders' Awareness on Quality Assurance When Classified According to Age, Sex, Course, Type of Respondent and Status of Employment

Variables	Mean	Description
Age		
Below 40 years Old	4.77	Very High
40 years and above	4.62	Very High
Sex		
Male	4.74	Very High
Female	4.72	Very High
Course		
PhD	4.62	Very High
DM	4.87	Very High
EDD	4.94	Very High
MPA	4.77	Very High
MBA	4.82	Very High
MED	4.61	Very High
MATM	4.50	Very High
Type of Respondent		
Alumni	4.69	Very High
Student	4.81	Very High
Status of Employment		
Employed	4.73	Very High

www.jchr.org

JCHR (2023) 13(3), 1484-1495 | ISSN:2251-6727



Not Employed	4.75	Very High
Overall Mean	4.73	Very High

Scale of Means: 4.21-5.00 – Very High; 3.41-4.20 – High; 2.61-3.40 – Moderate; 1.81-2.60 – Low; and 1.00-1.80 – Very Low

### Stakeholders' Involvement in Quality Assurance Programs When Taken As A Whole

Table 4 shows that the stakeholders as a whole were involved in the quality assurance programs of the university to a great extent with an overall mean of 3.87, where the highest mean was noted in their attendance to assemblies called by the administration

with M=4.09 and the lowest mean was on serving as an interviewee during validation of information during quality assurance mechanisms evaluation with M=3.63.

Results mean that the respondents were involved in must of the quality assurance programs particularly in assemblies called by the administration.

Table 4. Stakeholders' Involvement in Quality Assurance Programs When Taken As A Whole

Items	Mean	Description
act as facilitator during accreditation, ISO audit and CHED		
ISA evaluation	3.79	To a great extent
serve as an interviewee during validation of information		
during quality assurance mechanism evaluation		
	3.63	To a great extent
provide necessary documents during evaluation like		
accreditation, ISO and ISA	3.88	To a great extent
attend assemblies called by the administration	4.09	To a great extent
involved in research and extension activities of the university		
	3.87	To a great extent
act as a task force in preparation of documents during		
Accreditation, ISO and ISA	3.72	To a great extent
participate in the quality assurance orientation activity		
	3.98	To a great extent
provide assistance during the conduct of quality assurance		
activities of the university	3.95	To a great extent
disseminate quality assurance status to other		
stakeholders/people in the community	4.08	To a great extent
participate in the planning of GSU development		
	3.74	To a great extent
Overall Mean	3.87	To a Great Extent

Scale of Means: 4.21-5.00 – To a very great extent; 3.41-4.20 – To a great extent; 2.61-3.40 –To a moderate extent; 1.81-2.60 – To a low extent; and 1.00-1.80 – To a very low extent

### Stakeholders' Involvement in Quality Assurance Programs When Classified According to Age, Sex, Course, Type of Respondent and Status of Employment

Data in table 5 show that as to age, respondents aging below 40 years old were involved in

the quality assurance programs to a great extent, M=4.11 while those 40 years old and above to a moderate extent only with M=3.15, as to sex, both male (M=4.17) and female respondents (M=3.71) were involved to a great extent although the males' mean is higher than that of females.

www.jchr.org

JCHR (2023) 13(3), 1484-1495 | ISSN:2251-6727



As to course, the Ph.D., M=3.53, DM, M=3.84, MPA, M=4.16, MBA, M=4.73 and MATM, M=3.50 were involved in the quality assurance programs to a great extent which means that these respondents were involved in most of the quality assurance programs of the university while those from Ed.D., M=3.31; and MEd, M=3.20 were involved to a moderate extent which means that they were involved in some quality assurance programs of the university only. Further, it has been noted that the MBA respondents had the highest mean = 4.78 and those from MEd had the lowest mean =3.20.

For the type of respondent, the alumni with M=4.22 were involved in the quality assurance programs to a very great extent where the mean is

higher than that of the students, M=3.14 and were involved in the programs to a moderate extent only. This means that the alumni were involved in all of the quality assurance programs of the university while the students were involved only in some of the programs.

As to status of employment, those who were employed with M=3.81 involved in the quality assurance programs to a great extent while those who were not employed with M=4.61 were involved to a very great extent. Results mean that the not employed respondents were involved in all quality assurance programs as they had more free time as compared to that of the employed who were involved only in some of the programs.

Table 5. Stakeholders' Involvement in Quality Assurance Programs When Classified According to Age, Sex, Course, Type of Respondents and Status of Employment

Variables	Mean	Description
Age		
Below 40 years Old	4.11	To a great extent
40 years and above	3.15	To a moderate extent
Sex		
Male	4.17	To a great extent
Female	3.71	To a great extent
Course		
PhD	3.53	To a great extent
DM	3.84	To a great extent
EDD	3.31	To a moderate extent
MPA	4.16	To a great extent
MBA	4.73	To a great extent
MED	3.20	To a moderate extent
MATM	3.50	To a great extent
Type of Respondent		
Alumni	4.22	To a very great extent
Student	3.14	To a moderate extent
Status of Employment		
Employed	3.81	To a very great extent
Not Employed	4.61	To a great extent
Overall Mean	3.87	To a great extent

Scale of Means: 4.21-5.00 – To a very great extent; 3.41-4.20 – To a great extent; 2.61-3.40 – To a moderate extent; 1.81-2.60 – To a low extent; and 1.00-1.80 – To a very low extent

www.jchr.org

JCHR (2023) 13(3), 1484-1495 | ISSN:2251-6727



Significant Differences in the Level of Stakeholders' Awareness on Quality Assurance Programs When They were Classified According to Age, Sex and Status of Employment

Table 6 shows no significant differences in the level of stakeholders' awareness on quality assurance programs when they were classified according to age, p=.641, sex, p=.151 and status of employment, p=.085 where all the p-values were greater than .05. This means that the respondents had similar level of awareness on

quality assurance programs of the university regardless of their age, sex and status of employment. On the other hand, significant differences in stakeholders' involvement in quality assurance programs when they were classified into type of respondent where p=.000 which is lower than .05, which means that the stakeholders had different level of awareness on quality assurance programs where the students had higher mean rank as the alumni.

Table 6. Significant Differences in the Level of Stakeholders' Awareness on Quality Assurance Programs When They were Classified According to Age, Sex, Type of Respondent and Status of Employment

Variables	N	Mean Rank	Sum of Ranks	U-test	p-value	Remarks
Age						
Below 40 years Old	280	186.05	52093.50	12753.500	.641	Not Significant
40 years and above	95	191.82	18031.50			
Sex						
Male	131	176.95	23003.50	14488.500	.151	Not Significant
Female	244	193.12	47121.50			
Type of Respondent						
Alumni	255	166.39	42263.00	9878.000	.000	Significant
Student	120	232.18	27862.00			
Status of Employmen	t					
Employed	346	190.18	65611.50	4078.500	.085	Not Significant
Not Employed	29	155.64	4513.50			

Significant Differences in the Level of Stakeholders' Awareness on Quality Assurance Programs When They were Classified According to Course

Table 7 shows that there were significant differences in the stakeholders' level of awareness on

quality assurance programs when they were classified according to course where the p-value is .002 which is lower than .05. This means that when the respondents' course was considered they had varying level of awareness on quality assurance programs.

Table 7. Significant Differences in the Level of Stakeholders' Awareness on Quality Assurance Programs When They were Classified According to Course

Variables	N	Mean Rank	H-test	df	p-value	Remarks
Course						
PhD	31	192.00	20.867	6	.002	Significant
DM	29	238.09				
EDD	14	272.43				
MPA	83	164.42				
MBA	92	184.02				

www.jchr.org

JCHR (2023) 13(3), 1484-1495 | ISSN:2251-6727



MED	121	183.56
MATM	4	166.75

Significant Differences in the Extent of Stakeholders' Involvement in Quality Assurance Programs When They were Classified According to Age, Sex, Status of Employment, and Type of Respondent

Table 8 shows significant differences in the extent of stakeholders' involvement in quality assurance

programs when they were classified according to age, p=.000, type of respondent, p=.000 and status of employment with p=.000 where all the p values were lower than .05. This means that when the respondents age, type of respondent and their status of employment were considered, they had varying extent of involvement in the quality assurance programs.

Table 8. Significant Differences in the Extent of Stakeholders' Involvement in Quality Assurance Programs When They were Classified According to Age, Sex, Status of Employment, and Type of Respondent

Variables	N	Mean	Sum	of	U-test	p-value	Remarks
v ariables	11	Rank	Ranks		O-test	p-varue	Kemarks
Age							
Below 40 years Old	280	201.95	56546.00		9114.000	.000	Significant
40 years and above	95	144.46	13579.00				
Sex							
Male	131	198.32	25781.00		14454.000	.155	Not Significant
Female	244	181.74	44344.00				
Type of Respondent							
Alumni	255	202.39	51406.50		11458.500	.000	Significant
Student	120	155.99	18718.50				
Status of Employmer	nt						
Employed	346	183.38	63264.50		3579.500	.010	Significant
Not Employed	29	236.57	6860.50				

Significant Differences in the Extent of Stakeholders' Involvement in Quality Assurance Programs When They were Classified According to Course

Table 9 shows significant differences in the stakeholders' involvement in quality assurance

programs when their course was considered where p=.000 which is less than .05. This means that the respondents had varying extent of involvement as noted in their mean rank having the MPA to have the highest mean rank while Ed.D. had the least mean rank.

Table 9. Significant Differences in the Extent of Stakeholders' Involvement in Quality Assurance Programs When
They were Classified According to Course

Variables	N	Mean Rank	H-test	df	p-value	Remarks
Course						
PhD	31	170.32	39.005	6	.000	Significant
DM	29	194.31				

www.jchr.org

JCHR (2023) 13(3), 1484-1495 | ISSN:2251-6727



EDD	14	115.75	
MPA			
MBA	83	198.33	
	92	236.80	
MED	121	154.88	
MATM	4	150.25	

### Significant Relationship between Stakeholders' Awareness and Involvement in Quality Assurance Programs

Table 10 shows a significant relationship between stakeholders' awareness and involvement in

quality assurance programs with p=.000 which is less than .05. This means that the more aware the respondents were on quality assurance programs of the university the more they get involved into them.

Table 10. Significant Relationships between Stakeholders' Awareness and Involvement in Quality Assurance

Programs

Spearman's rho	Correlations	involvement	Remarks
	Correlation Coefficient	.191**	
awareness	Sig. (2-tailed)	.000	Significant
	N	374	

#### **Conclusions:**

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

- 1. The Graduate School students and alumni are very aware on Quality Assurance programs of the University.
- 2. The alumni and students of the Graduate School in Guimaras State University are involved in most of the quality assurance programs of the institution.
- The students differ in their level of awareness with that of alumni, likewise with students enrolled in different programs.
- 4. The stakeholders in this study manifest different extent of involvement in relation to their age, type of respondents, status of employment and course.
- 5. The more aware the stakeholders are on quality assurance programs of the university, the more involved they are into them.

#### **Questionnaire**

# STAKEHOLDERS' AWARENESS AND INVOLVEMENT IN QUALITY ASSURANCE PROGRAMS Part I. Respondent's Profile

Direction: Please supply the correct information by filling up or checking the spaces provided.

Name:		(Optional)
Age:	years old	
Sex:	Male	Female
Status of Er	mployment: Employed	

www.jchr.org

JCHR (2023) 13(3), 1484-1495 | ISSN:2251-6727



Not Employed
Course:
Type of Respondent: Student Alumni
Part II. Stakeholders' Level of Awarenesson Quality Assurance Programs of Guimaras State University - Graduate School
Direction: Please check the column corresponding to your awarenessin quality assurance programs of Guimaras State University – Graduate School, kindly use the legend indicated below:
5 – Strongly Agree
4 – Agree
3 – Slightly Agree
2 – Disagree
1 –Strongly Disagree

No.	Items	5	4	3	2	1
	At Guimaras State University Graduate School					
1.	there is a Quality Assurance unit which ensures that there are mechanisms, procedures and processes in place where quality is delivered to clients					
2.	the quality assurance includes accreditation, ISO and CHED ISA					
3.	there is an institutional Quality Assurance unitthat takes charge of the conduct of accreditation,					
	ISO and CHED ISA evaluation.					
4.	Quality Assurance system is an outcomes-based approach.					
5.	all programs offered have Certificate of Program Compliance by CHED					
6.	the management is 9001:2015 Quality Management System certified					
7.	there is compliance to CHED Institutional Sustainability Assessment (ISA)					
8.	Quality Assurance program is a stakeholders' participatory endeavor					
9.	the internal quality assurance provides opportunity to the development of a culture of quality in the institution					
10.	there is compliance to accreditation, ISO, CHED through ISA Standards					

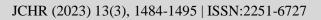
# Part III. Stakeholders'Extent of Involvementin Quality Assurance Programs of Guimaras State University – Graduate School

Direction: Please indicate your extent of involvementin quality assurance programs of Guimaras State University – Graduate School as astakeholders'. Kindly use the legend indicated below:

- 5 Always (A)
- 4 Often (O)
- 3 Sometimes (S)
- 2 Rarely (R)
- 1 Never(N)

No.	Items	5	4	3	2	1
	I					

www.jchr.org





1.	act as facilitator during accreditation, ISO audit and CHED ISA evaluation			
2.	serve as an interviewee during validation of information during quality assurance			
	mechanism evaluation			
3.	provide necessary documents during evaluation like accreditation, ISO and ISA			
4.	attend assemblies called by the administration			
5.	am involved in research and extension activities of the university			
6.	act as a task force in preparation of documents during Accreditation, ISO and ISA			
7.	participate in the quality assurance orientation activity			
8.	provide assistance during the conduct of quality assurance activities of the university			
9.	disseminate quality assurance status to other stakeholders/people in the community			
10.	participate in the planning of GSU development			

### **Budgetary Requirement**

Activities		
	Details	Amount
1. Preparation of research proposal		
2. Presentation of research study during the research in- house review for	None	0
approval of the study		
3. Statistical Analysis	Statistician's	Php. 3, 000
	Fee	
4. Fielding of questionnaire data		
		Php.
	Enumerators'	30,000.00
	Fee	
5.Encoding of data	Encoders'	Php. 5,345.9
	Fee	
6.Preparation of Write - up	None	c/o Research
		Office
7. Presentation of the finished research in the in – house review	None	0
Sub-total Sub-total		Php. 38,
		345.9
Contingency Fund		Php. 3,
		834.59
Total		Php. 42,
		180.49

### **Gantt chart**

Ganti Chart									
Activities	February	March	April	May	June	July	August	September	October
	2023	2023	2023	2023	2023	2023	2023	2023	2023
1. Preparation of research proposal									
2. Presentation of research study									
during the research in- house									ļ ļ
review for approval of the study									

www.jchr.org

JCHR (2023) 13(3), 1484-1495 | ISSN:2251-6727



3. Validity and reliability of					
instruments					
4. Fielding of questionnaire and					
other data gathering procedure to					
the respondents					
5. Preparation of Write - up					
6. Presentation of the finished					
research in the in – house review					

#### REFERENCES

- Vykydal, D. et. al. 2020. A Study of Quality Assessment in Higher Education within the context of Sustainable Development: A Case Study from Czech Republic from <a href="https://ideas.repec.org/a/gam/jsusta/v12y2020i11p">https://ideas.repec.org/a/gam/jsusta/v12y2020i11p</a> 4769-d370002.html
- Abdul, N. et. al. 2019. The effect of total quality management practices on employee performance:
   The moderating role of knowledge sharing from <a href="https://www.researchgate.net/publication/3352202">https://www.researchgate.net/publication/3352202</a>
   O2 The effect of total quality management pra <a href="ctices\_on\_employee\_performance\_The\_moderating">ctices\_on\_employee\_performance\_The\_moderatingerole of knowledge sharing</a>
- 3. Faller, JM. 2018. Quality Assurance Implementation, Management Practices, and Staff Performance in the Technical Colleges of the Sultanate of Oman: Inputs for a Quality Intervention Program from <a href="https://www.researchgate.net/publication/326546041">https://www.researchgate.net/publication/326546041</a> Quality Assurance Implementation Manage ment Practices and Staff Performance in the Technical Colleges of the Sultanate of Oman In puts for a Quality\_Intervention\_Program
- 4. <u>Schniederjans</u>, M. & <u>Schniederjans</u>, D. 2015.Quality management and innovation: new insights on a structural contingency framework. <a href="https://jqualityinnovation.springeropen.com/articles/10.1186/s40887-015-0004-8">https://jqualityinnovation.springeropen.com/articles/10.1186/s40887-015-0004-8</a>
- 5. Ryan, T. 2015. Quality Assurance in Higher Education: A Review of Literature https://files.eric.ed.gov/fulltext/EJ1132941.pdf
- 6. Prime on the Quality Assurance and Institutional Sustainability Assessment of HEIs
- Ruiz, A. and Sabio, C. 2012. Quality Assurance in Higher Education in the Philippines. The Asian Society of Open and Distance Education. vol 10,

- no 2, pp 63 70. Retrieved September 11, 2017 from http://www.asianjde.org/2012v10.2.Ruiz.pdf
- Guimaras State College Quality Assurance Strategic Plan 2019-2021 ISO 9001:2015 Quality Management Standard
- Sollano, M. (2016). Guimaras State College Quality Assurance Status: An Evaluation. Liceo Journal of Higher education Research Vol. 12 No. 2. pp. 72-85 Vlasceanu, L. et al (2007). Quality Assurance and Accreditation. UNESCO-CEPES. 1st Edition. pp. 26-26