

TQM critical success factors in hospitality Industry and their impact on Customer Loyalty, a theoretical Model

Walid Youssef Montasser - Prof Dr. Abd Alhakim Al Manhawy

Abstract- Total Quality Management (TQM) is a management philosophy that seeks to integrate all organizational functions to focus on meeting customer needs and organizational quality objectives, TQM is one of the most applied and well accepted approach between the contemporary innovations such as six sigma, just – in – time to achieve business excellence, in the last two decades a large number of organizations working among product and service industries had realized the great importance of adopting and implementing TQM process in order to maintain a sustainable competitive advantage in a rapid changing environment, The aim of this study is to develop and propose the conceptual frame work and research model of TQM implementation in relation to company performance particularly in context with the Egyptians hospitality sector, It examines the relationship between TQM Critical success factors and company's performance by measuring the quality of service as a performance indicator, and to determine the impact of implementing TQM Critical success factors in maintaining customer loyalty in the field of concern, which is the (Egyptian 5-stars hotels business), a comprehensive review of literature on TQM, TQM critical success factors, quality of service customer satisfaction and customer loyalty were carried out to accomplish the objectives of the study, the researcher conducted a pilot study to identify the TQM critical success factors with the greatest impact on enhancing performance of 5-stars hotels, the data gathered from the pilot study was analyzed using the statistical package for social science (SPSS), and as a result four questions, 4 main hypotheses and 20 sub- hypotheses were proposed to re- validate the TQM critical success factors, the adoption of such a theoretical model on TQM and company's quality of service and its impact on maintaining customer loyalty would help managers, decision makers, and practitioners TQM working the field of in 5-stars hotel business in better understanding of TQM critical success factors and to focus on the identified ones while implementing TQM in their hotels, further the scope for future study and to test and validate the theoretical model by using a 5-stars floating Egyptian hotel as a case study for collecting of primary data and re-using statistical package for social science (SPSS) approach for hypothesis testing.

Index Terms- Tourism, Hospitality industry, Hotel business, Total quality management (TQM), Critical success factors (CSF), Service Quality, Customer satisfaction, Customer loyalty.

1- INTRODUCTION

Over the past two decades, TQM has been recognized as a major edge for competitiveness and long term profitability (Isaksson, 2004). This is an art of management that originated in the Japanese industry and has become steadily more popular in the west since 1980's (Clark, 1996).

Since the 1980's, the leading companies around the world have scrambled to adopt the Japanese business model based on quality management, during the same period, most of the research writings focused on understanding the impact of quality and a competitive tool (Garvin, 1988).

As the quality of life improves, demand for better quality products and services also increase, the emphasis on quality in product and services is forcing the industries to adopt internationally recognized and proven management systems in their operations to stay in business (Jay, 2004).

It has been well accepted by managers and quality practitioners as a change management quality approach (Arumugam et al., 2009). It plays a vital role in the development of management practices (Prajogo and Sohal, 2003; Hoang et al., 2006). Many researchers asserted TQM as an approach to improve effectiveness,

Flexibility, and competitiveness of a business to meet customers' requirements (Oakland, 1993), as the source of sustainable competitive advantage for business organizations (Terziovski, 2006), as a source of attaining excellence, creating a right first-time attitude, acquiring efficient business solutions, delighting customers and suppliers etc. (Mohanty and Behera, 1996) and above all as

a source of enhancing organizational performance through continuous improvement in organization's activities (Claver-Cortes et al., 2008; Teh et al., 2009).

TQM is a culture maintained by an organization that is committed to customer's satisfaction through continuous improvement based upon meeting or exceeding their customer's expectations (Kanji and Wallace, 2000).

It has four main targets; satisfying customers, satisfying staff, increasing revenues and reducing costs (Godfrey, 2000).

It requires that the principles of TQM should be applied in every branch and at every level in the organization with an emphasis on integration into business practices and a balance between technical, managerial and people issues (Oakland, 2003).

TQM should be integrated organization – wide in order to be successful in promoting organization efficiency and effectiveness (Rawbings, 2008).

In the preceding decades, the tourism industry has become one of the most important monetary industries.

This very important industry has many infrastructures and service institutions in its category, in which, among the most important infrastructures, the hospitality industry can be named out.

The term hospitality has recently become popular as an all – embracing nomenclature for a large grouping of organizations including hotels (Mullins 2001), the industry existed to serve travelers with the provision of food, drink and shelter away from home (Knowles et al, 2004), the hospitality industry is also labor intensive as it employee

more people per pound than any other industry (Kus lawn, 2003), The industry and important to the served side as its main purpose is to serve people away from home who are in need of shelter and lodging, and those who are in need F & B (Chan and Sparrowe, 2000) These are many types of businesses involved in the hospitality industry, the hotel sector & a vital part of the hospitality industry (Baker et al, 2000). The most challenging business in the hospitality industry is the hotel business, this & because hotels offer more than are product to its guest and customers, such as accommodation and foodservice, this means that managing quality in hotels in more challenging to hotel managers and staff that it is in any other hospitality business (Stills and Wortman, 2006). The operations involved in the accommodation sector in hotels include reservation, reception, house keeping hilling and concierge (Janes, 2002).
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While inside the foodservice sector, there are three systems operating, the first system & food production, the second system & the delivery or service sequence, the third system & customer management (Cousins et al 2002).

Quality is considered to be of very great importance in the hospitality industry. Mill (1986) identifies the aim of service quality as being able to ensure a satisfied customer. However, the focus of quality initiatives has been primarily on selection and training of front line staff (see, for example, Gober & Tannehill, 1984; Mill, 1986; Cathcart 1988). The issues of measurement and process improvement have been largely neglected.

Over the last decade, a significant number of hospitality companies have embraced the concepts of TQM (Cannon, 2002), as service expectation of customers and potential customers have escalated. Hospitality businesses have found the implementation of quality processes to be a vital competitive component (Cannon2002).

TQM has been evolving in the hotel business since It was introduced in 1980s (Brechter et al, 1995). However, many hotels are still struggling to reach a real understanding of what is meant by total quality management (Breiter et al, 1995). Hotels managers are not able to reach the right TQM critical success factors mix that might have a direct and positive impact on the hotels performance to reach their own financial and market objectives, and to solve the accumulated and repeated complaints by both clients and employees,

2- Literature review:

2-1 TQM critical success factors:

Implementing TQM involves defining and deploying several key elements or factors (Thiagaragan & Zairi & Dale, 2001). Of primary interest among researchers has been addressing the question "What makes TQM work?" (Sebastianelli & Tamimi, 2003). One of the problems of critical factors of TQM is how to define them and what should be the measure of their impact before they become critical (Zairi & Youssef ,1995). CSFs of TQM are latent variables, which means they cannot be measured directly (Ahire et al., 1996). Thus the critical factors of TQM differ from one author to another, although there are common

issues. TQM is much more than a number of critical factors; it also includes other components, such as tools and techniques for quality improvement (Tari, 2005). These methods are a set of practices, tools and techniques deriving from the critical factors, and are the basic elements required to implement such factors (Tari 2005). However, past evidence has shown that TQM programs have failed because the success factors were not in place (Curry and Kadasah, 2002).

The first real attempt which was made at grouping a list of critical factors for TQM was a study conducted in the USA by (Saraph et al 1989), which led to the proposal of a list of 78 factors (Zairi & Youssef 1995). Their work provided a model and measures for assessing managers' perceptions of quality management practices at the organizational level. Their instrument consisted of the following scales: the role of top management leadership, the role of the quality department, training, product/service design, supplier quality management, process management, quality data and reporting, and employee relations (Sebastianelli & Tamimi 2003).

The study by Black in 1993 was an attempt at developing a model for measuring the critical factors of TQM. Using the MBNQA criteria and ten factors were identified as the most critical. These factors appear to be compatible with successful TQM implementation programs. They represent strategic elements, people involvement, emphasis on communication, a focus on the customer, and an awareness of the external market, the need to develop supplier partnerships, measurement and emphasis on developing a culture for quality improvement (Zairi & Youssef 1995). (Deming ,1982, 1986) underlined the use of statistical techniques for quality control, and proposed his 14 principles to improve quality in organizations, based on the following ideas: leadership, an improvement philosophy, the right production from the beginning, training for managers and employees, internal communication aimed at the elimination of obstacles for cooperation and the suppression of quantitative objectives.

(Ju et al, 2006) have selected the following ten critical factors through literatures for their study: top management commitment, adopting philosophy, quality measurement, benchmarking, process management, product design, employee training, employee empowerment, supplier quality management, customer involvement and satisfaction. And also (Arasli, 2002) considered seven major factors for implement TQM successfully as follows: top management leadership, employee participation, teamwork, employee satisfaction, empowerment, organizational change, and training,

Literature reveals that if organizations focus on the management of these critical factors, improvements in service quallityand is reflection in financial results is bound to happen. Wali, Deshmukh and Gupta have made an attempt to synthesize various critical factors given by authors shown in table (1), although the factors and the approach may vary from author to author, eventually it leads to the same goal i.e. continuous improvement. These factors are shown in Table (2).

Table 1

Authors	
Juran	1974
Ishikawa	1976
Grosby	1979
Feigen-baum	1983
Deming	1986
Garvin	1987
Saraph et al.	1989
Lu and Sohal	1993
Potter and Parker	1993
Motwani et al.	1994
Powel	1995
Black and Porter	1995

Table 2: TQM CSFs introduced by various authors

Factors
Employer relation/empowerment
Top management/ leadership
Quality polices,/process management
Quality measurement system/ quality data
Training
Quality technology / process design (SQC)
Supplier quality management
Quality planning/ product design (service)
Role of quality department
Team work structures
Customer satisfaction orientation
Strategic quality management
Communication of information
Benchmarking
Zero defect
External interface management/ environment

Sila and Ebrahimpouri have analyzed and compared 76 empirically validated TQM factors and their impact on various performance measures across countries. The findings showed that top management commitment and leadership, customer focus, information and analysis, training, supplier management, strategic planning, employee involvement, human resource management, process management, teamwork, product and service design, process control, benchmarking, continuous improvement, employee empowerment, quality assurance, social responsibility, and employee satisfaction were the most commonly extracted factors across these 76 studies. These factors are shown in Table 3.

Table 3: Most commonly extracted factors across the 76 studies and the 23 countries

Top management commitment and leadership
Customer focus
Information and analysis
Training
Supplier management
Strategic planning
Employee involvement

Human resource management
Process management
Teamwork
Product and service design
Process control
Benchmarking
Continuous improvement
Employee empowerment
Quality assurance
Social responsibility
Employee satisfaction

Source: Sila and Ebrahimpour, 2003

TQM effectiveness and organizational performance can be measured by using the self assessment framework of quality management, such as European Quality Award (EQA), Deming Prize (Japan), and Malcolm Baldrige National Quality Award (MBNQA)(Kunst & Lemmink, 2000, Zairi 2002). Awards are indeed strongly based on the foundation of TQM and Successful implementation of TQM is determined by the successful implementation of CSFs as proposed by award criteria (Zairi 2002).

Two of the most frequently used self assessment models are the MBNQA and the European Excellence Model 2000. The MBNQA and European Excellence Model are now in widespread use in many organizations.

Further to an analysis of literature in relation to the award examination criteria of both the MBNQA and the EQA, the critical success factors covering the seven key areas are presented in Table 4.

Table 4 Critical success factors

Winners MBNQA/EQA criteria (condensed)	MBNQA/EQA (1999) Critical factors of success
Leadership	Senior management commitment Senior management involvement Shared-values Passion for excellence Inspire, guide, coach and support Corporate citizenship Public responsibility
Policy and strategy	Quality function deployment Strategic direction Performance tracking Planned development and implementation Strategic business and quality plans
Customer focus	Customer quality measurement Customer relationships Customer satisfaction Market research
Information and analysis	Managing supplier resource Supplier performance evaluation

	Process partnership improvement Comparative benchmarking Organizational performance measures
Human resource focus	Human resource development Participatory environment Employee well-being and satisfaction
Process management	Process design Process implementation Process management Process review and improvement Supplier and partnering processes Product and service processes
Business results	Stakeholders satisfaction Special impact Customer focused results Financial and market results Human resource results Organizational effectiveness results

Source: McDonald, Zairi & Idris (2002)

2-2- Critical success factors in service industry

One of the earlier empirical studies in QM are a by (Saraph et al. 1989) have used data obtained from 162 managers of 20 manufacturing and services industries collected in the regain of USA to identify the critical success factors of TQM, they identified eight factors top management leadership, role of quality department, training, product design, supplier quality management, process management, quality data reporting and employee relations (Behra and Gundersen, 2001) discussed TQM practices which contribute in TQM program applied in service industry, they are: compensation, benchmarking, training, empowerment, technology management, assessment, process management participation, teamwork, training and outcome measurement. A recent study conducted by (Tahib and Rahman, 2010) identified nine are top- management commitment, customer focus, training and education, continuous improvement and innovation, supplier management, employee involvement, employee encouragement, benchmarking and quality information and performance. (Al – Marriet al., 2007) proposed 16 TQM for successful implementation of TQM practices for successful implementation of TQM in service sector they are: top management support, customer focus, strategy, benchmarking, employee involvement, recognition and rewards, problem analysis, quality technologies, service design, service scopes, service culture, social responsibility, HRM, continuous improvement, quality department, quality systems, while (Sures hchamder et al., 2001) identifies 12 TQM critical success factors that are critical for the institution of a TQM environment in service organizations that are: top-management, visionary,

leadership, HRM, technical system, information and analysis system, benchmarking, continuous improvement, customer focus, employee satisfaction, union intervention, social responsibility, service scopes and service culture.

One of the earlier empirical studies in the quality management area that analyzed the TQM CSFs in the SMEs was conducted by (Yusof and Aspinwall ,2000). This study found that the CSFs for TQM implementation in the SMEs are management leadership, continuous improvement system, measurement and feedback, improvement tools and techniques, supplier quality assurance, human resource development, systems an processes, resources, education and training, and work environment and culture.

More importantly, (Hodgetts et al., 1999) found that the CSFs of TQM implementation in the SMEs are top management involvement, customer focus, employees “training, employees” empowerment and generating new ideas.

In this line of work, a study by (Dayton ,2003) used data from American industrial companies to determine whether the ten TQM critical factors (i.e. people and customer management, supplier partnerships, communications, customer satisfaction external interface management, strategic quality management teamwork structures for improvement, operational quality planning and quality improvement systems) identified by the (Black and Porter ,1996) study could be considered as important TQM CSFs by USA small and large companies(taking in consideration that a considerable number of these companies are working in the tourism industry). From his conclusion he identified the strategic quality management as the most important TQM critical factor.

The empirical findings from (Rahman’s, 2001) study of 53 Australian SMEs found that the critical factors of the successful implementation of TQM are leadership, strategy and planning, employee empowerment and employee involvement, employee training and development, information and analysis and customer management.

(Demirbag el al., 2006) carried out an empirical study to identify factors critical to the success of TQM in the Turkish SMEs. They concluded that there are seven CSFs of TQM practices, i.e. quality data and reporting, role of top management, employee relations, supplier quality management, training, and quality policy and process management.

However, in contrast to the previous studies, organization culture was used as a separate variable in the current study since an organization's culture affects behaviors and attitudes at all levels and it determines, to a large extent, how employees act (Robbins and DeCenzo, 2005). from the previous studies a comprehensive list of TQM CSFs in service industry is shown in table 5.

Table 5: TQM CSFs for service industry

1- Leadership.
2- Customer focus.
3- HRM practices.
4- Quality improvement.

5- Continuous improvement.
6- Teamwork.
7- Organizational culture.
8- Service design.
9- Strategy and planning.
10- Social responsibility.
11- Information and analysis.
12- Training and education.
13- Union intervention.
14- Employee empowerment.
15- Employee involvement.
16- Employee satisfaction.
17- Rewards and recognition.
18- Quality policy and technologies.
19- Communication.
20- Supplier relationship management.
21- Process management.
22- Benchmarking.

2-3-Service Quality:

The emergence of quality as a top priority in many corporate entities is primarily due to the globalization of world trade and the competitive pressure brought about by the escalating demands of consumers, who want better products and services. According to (Feigenbaum, 1999), the key is transforming quality from the past emphasis upon the reduction of things gone wrong for the customer, to emphasize upon the increase in things gone right for the customer, with the consequent improvement in sales and revenue growth. Creating better planning, better external and internal focus, better design, strengthening weak processes and protecting strong areas, which give organizations an edge over their competitors, is being achieved through total quality management (TQM). It ensures that the voice of the customer is always matched by the voice of the processes (Fotopoulos and Psomas, 2010).

Since the service quality is very important in surviving and profit making of an organization, it affects in customer's satisfaction and motivation after shopping positively and customer's satisfaction also affects in tendency toward shopping positively. (kuo, et al., 2009).

The perception of service quality has been extensively studied during the past three decades. Owing to the intangible, heterogeneous and inseparable nature of services, service quality has been defined as "the consumer's judgment about a product's overall excellence or superiority, or "the consumer's overall impression of the relative inferiority/superiority of the organization and its services'. Many models have been developed to measure customer perceptions of service quality (Martinez & Martinez, 2010).

Service quality can have many different meanings in different contexts. For example, (Bitner and Hubbert, 1994) defined service quality as "the consumer's overall impression of the relative inferiority or superiority of the organization and its services". (Parasuraman, Zeithaml and Berry, 1985) defined perceived service quality as "a global judgment, or attitude relating to the superiority of a

service" and noted that the judgment on service quality is a reflection of the degree and direction of discrepancy between consumers' perceptions and expectations. (Rajasekhar, et al., 2009) Service quality has been conceptualized as an overall assessment of service by the customers. It is a key decision criterion in service evaluation by the customers. Perceived service quality is believed to be resulting from comparison between customers' prior expectations about the service and their perceptions after actual experience. Besides service outcomes, service quality perceptions also involve evaluation of the service delivery process. Hence, conceptualization of service quality ought to include both the process as well as the service outcomes. A firm's ability to serve the customer needs as well as to maintain its competitive advantage also affects the customer perception of service quality (Ganguli and Roy, 2010).

Service quality dimensions:

In their efforts to reach a model of service quality (A. Parasuraman, Zeithaml and Berry, 1985) identified 10 determinants of service quality used by customers to build their own perceptions and expectations, they are: reliability, responsiveness, effectiveness, easiest to get the service, empathy, communication, credibility, assurance, tangibles understanding the customer, nine determinants of service quality were identified by (Reynosoand Moores, 1995), they are: Tangible, reliability promptness, confidentiality, professionalism, help fullness, communication, consideration, preparedness. (Heings and Brooks, 1998) proposed 10 determinants of service quality, they are: Reliability, responsiveness, credibility, competence, courtesy, communication, Access, Proactive D/M, attention to detail, understanding the customer, in 1999 a number of 10 determinants of service quality were introduced by (Brooks et al, 1999) they are: Reliability, responsiveness, credibility competence, courtesy, communication, access, leadership attention to detail, understanding the customer, all these findings are listed in table 6.

Table 6: Service Quality dimensions as identified by various authors

	SERVQUAL (1985)	Reynoso and Moores (1995)	Lings and Brooks (1998)	Brooks et al. (1999)
Service Quality dimension	Tangible Reliability Credibility Security Competence Courtesy Communication Access Understanding the Customer Easiest to get the service	Tangible Reliability Promptness Confidentially Professionalism Helpfulness Communication Consideration Preparedness	Reliability Responsiveness Credibility Competence Courtesy Communication Access Proactive D/M Attention to detail Understanding the customer	Reliability Responsiveness Credibility Competence Courtesy Communication Access Leadership Attention to detail Understanding the customer

2-4- Relationship between TQM critical success factors and quality of service

Quality is one of the most expected by customer's aspect of almost all service products. High and unique quality is a way to win customers and make them loyal for a long time. Management literature proposes many concepts and approaches concerning how to deal with service quality. There are also many different concepts how the notion "service quality" should be understood (Urban, 2009).

Quality has been generally defined as "fitness for use" and "those product features which meet customer needs and thereby provide customer satisfaction" These basic definitions are commonly accepted and can also be applied in service management. (Juga, et al., 2010).

Global competition and economic liberalization are creating opportunities for organizations. They use "quality" to compete with other organizations to improve their market share. TQM is one of the important quality improvement techniques, which many firms are using to achieve success. TQM has been widely implemented throughout the world across different industries and sectors. The implementation of TQM has given them positive results (Bhat and Rajashekhar, 2009).

TQM has been described as a new way of thinking about the management of organizations, a comprehensive way to improve total organizational performance and quality, an alternative to "management by control" and ultimately, as a paradigm shift. (Fotopoulos and Psomas, 2010).

Although originally applied to manufacturing operations, but in the late 1980s, corporations such as American Express finally began abstracting and applying TQM to the service sector (Kumar, et al., 2011).

The purpose of TQM is to provide a quality product or service to customers, who will, in turn increase productivity as well as customer satisfaction and decrease the cost with a higher quality product/service and lower price, competitive position and customer satisfaction in the marketplace will be enhanced. TQM is a way of managing the industries to improve product as well as service quality and the overall efficiency of production and other operations (Kumar, et al., 2011).

TQM is a management philosophy that is based on a set of theoretical principles that seek to mobilize organizational resources to increase stakeholders' satisfaction. (Das, et al., 2011) and that is a compilation of various processes, systems, committed people, transparent communication and culture for customer satisfaction. (Kumar, et al., 2011)

2-5-Customer Satisfaction

Customer satisfaction is an important topic for both researchers and managers, because a high level of customer satisfaction leads to an increase in repeat patronage among current customers and aids customer recruitment by enhancing an organizations marker reputation.

Being able to successfully judge customers' satisfaction levels and to apply that knowledge are critical starting points to establishing and maintaining long term customer retention and long term competitiveness (Yuksel & Yuksel, 2002). Customer satisfaction brings many benefits.

Satisfaction increases customer retention and customer retention is dependent on the substance of the relationship between parties which is also affected by the service delivered.

Satisfaction is an "overall customer attitude towards a service provider", or an emotional reaction to the difference between what customers anticipate and what they receive (Zineldin, 2000), regarding the fulfillment of some need, goal or desire. For most products or services, aspects of performance can be objectively assessed. Although these attributes can be objectively measured, customers' assessments may not objectively reflect measured performance. Some clients may be taken to several homes that "fit" their criteria but are unsuitable to the clients' personal taste which leads to the client's assessment of the service as being unpleasant because they did not see listings that they liked.

(Kano, Rentier and Litze, 1984) developed a model to categorize the attributes of a product or service based on how well they are able to satisfy customer needs. Considering Kano's model, one sees how it may not be enough to merely satisfy customers by meeting only their basic and performance needs. In a highly competitive marketplace, organizations need to adopt strategies and to create product attributes targeted specifically at exciting customers and over-satisfying those (Tan & Pawitra, 2001). In real estate to excite or over satisfy customers, an agent would need to have a thorough and vast knowledge of all listings in the local area.

In essence, it is the experience and attitudes of the individuals in closest contact with customers that are most likely to affect whether or not customers are satisfied and willing to return to the company. It is also the people in direct contact with customers who determine who the retained and satisfied customers are, and their experience determines how they treat the customers (Hansemark & Albinsson, 2004) thus impacting on the service quality delivered.

2-6- Relationship between service quality and customer satisfactions:

(Barens, James G, 2006) stated that changes in the environment and in the market place have promoted changes in customer behavior and have made it easier for customers to switch and to walk away. If companies fail to treat customer well and give them what they want, they will leave (Barens, James G, 2006). Customer (or, more correctly, prospective customers) are today faced with an unprecedented range of choices, not only choices of what to buy but where to buy it. (Barens, James G, 2006).

Bernd .H. Schmitt, (2003) stated that the company survives only when it has customers and grows only when it can retain them and recruit new ones and that the company, therefore, should be structured and managed around the customer (Bernd .H. Schmitt, 2003). Customers go back again and again to those companies and brands that feel special to them and that make them feel special (Barens, James G, 2006). (Liswood, 1989) said that

organizations who lose customers are spending more than they need. They are wasting valuable assets.

(Galloway, 1996) said that during the 1980s customer awareness led to a greater degree of customer sovereignty and organizations could no longer afford to neglect customer needs. The differentiator that provided a competitive advantage at the time was quality of service.

So that, author like (Zeithaml and Bitner, 2003) stated that many organizations jumped on the service bandwagon during the 1980s and early 1990s, investing in service initiatives and promoting service quality to differentiate themselves and create a sustainable competitive advantage. Many of these investments were based on faith and intuition by managers who believed in serving customers well and who believed that quality service made good business sense. Since the mid-1990s, organizations began to demand hard evidence of the bottom-line effectiveness of their service strategies (Zeithaml and Bitner, 2003). Therefore, most service organizations worldwide are shifting their focus to service quality as a priority in the current competitive environment (Zeithaml, Berry and Parasuraman, 1996).

(Parasuraman, 1994) also said that competing organizations in the 1980s provided the same types of service, but they did not provide the same quality of service. Thus, service quality became the great differentiator, the most powerful weapon of service organizations.

During the 1980s, the focus was mainly on customer satisfaction. An entire debate stemmed from the differences in service quality and customer satisfaction and the causal relationship between them. Satisfaction studies attempted to measure expectations at the same time as perceptions. Customer satisfaction was defined as "a transitory judgment made on the basis of a specific service encounter whereas service quality is a global assessment based on long-term attitude" (Mattila, 2005).

Frederick Reichheld acknowledged that even satisfied customers would leave if a better offer comes along. He showed in his research that between 65 and 85 percent of customers who switched suppliers were satisfied or very satisfied prior to their departure. His conclusion: "current satisfaction measurement systems are simply not designed to provide insight into how many customers stay loyal to the company and for how long" (Frederick Reichheld, 1993).

At the end of the eighties new rules of thumb emerged in the service industry (Liswood, 1989).

- (a) It costs five times as much to get a customer than to keep one.
- (b) It takes twelve positive service experiences to overcome one negative experience.

Therefore, over the past few years, there has been an increasing trend towards creating "experiences" for customers, particularly for those in the services sector. Because of this trend, authors such as (Pine and Gilmore, 1999) are of the opinion that the service economy has been transformed into an attention economy, an entertainment economy, a dream society, an emotion economy or an

experience economy. Organizations have to devise new ways to achieve a competitive advantage. (Pullman & Gross, 2003)

It means that Customer satisfaction dissipates and becomes irrelevant. In the absence of an emotional bond, the customer will eventually leave. (Barens, James G, 2006).

Especially today, customers already assume that businesses offer quality products and good service. These expectations are not customer benefits. (Danielle Mai, 2007). Such expectations don't become important until they have been exceeded or dashed (Barens, James G, 2006).

It is virtually impossible for a company to survive today if its products (or services) are inferior. (Barens, James G, 2006). Nevertheless, companies should not forget that Satisfaction with functional aspects of product and service is sufficient to drive retention (Barens, James G, 2006).

Then, organizations compete best when they combine functional and emotional benefits in their offerings. Emotional bonds between organizations and customers are difficult for competitors to sever (Berry, 2002).

Therefore, it is more and more important for each firm to build genuine customer relationship and retain loyal customers who will bring long-term profit and create competitive advantage for firms.

2-7- Customer Loyalty

Customer loyalty is the most important goal of implementing relationship marketing activities. Oliver, 1997) defined customer loyalty as a "deeply held commitment to rebuy or patronize a preferred product or service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior".

Customers are the driving force for profitable growth and customer loyalty can lead to profitability (Hayes, 2008). For a customer, loyalty is a positive attitude and behavior related to the level of re-purchasing commitment to a brand in the future (Chu, 2009). Loyal customers are less likely to switch to a competitor solely because of price, and they even make more purchases than non-loyal customers (Bowen and Shoemaker, 2003). Loyal customers are also considered to be the most important assets of a company (Blackton, 1995). It is thus essential for vendors to keep loyal customers who will contribute long-term profit to the business organizations (Tseng, 2007). Attempt to make existing customers increase their purchases is one way to strengthen the financial growth of a company (Hayes, 2008). Furthermore, organization's financial growth is dependent on a company's ability to retain existing customers at a faster rate than it acquires new ones (Ibid), Therefore, good managers should understand that the road to growth runs through customers - not only attracting new customers, but also holding on existing customers, motivating them to spend more and getting them to recommend products and services to the other people (Keiningham et al., 2008).

Customer loyalty has been generally divided into attitudinal loyalty and behavioral (Aydin and Ozer, 2005),

attitudinal loyalty describes customer's attitude toward loyalty by measuring customer preference, buying intention, supplier prioritization and recommendation willingness; on the other hand, behavioral loyalty relates to shares of purchase, purchasing frequency (Ibid).

There are evidences suggesting that stronger relationship commitment leads to buyers repeat patronage. (Wulf et al., 2001) defined the construct of behavioral loyalty as a composite measure based on a consumer's purchasing frequency and amount spent at a retailer compared with the amount spent at other retailers from whom the consumer buys. (Morgan and Hunt, 1994) found significant relationships between the level of a buyer's relationship commitment and his acquiescence, propensity to leave, and cooperation, all of which can be regarded as behavioral outcomes of relationships.

In general, customer loyalty is the final purpose that firms implement relationship marketing. This study is seeking to investigate the impact of the above mentioned relationship marketing tactics on relationship quality and customer loyalty, by examining the above proposed hypothesizes.

The above summary shows that customer loyalty can only be formed when customers and service supplier develop a mutual trust for and in each other. When this mutual trust is developed, the service supplier will be willing to guarantee the quality of their service and the customer will be willing to repurchase from the supplier more frequently. In addition, most researchers use the word 'willingness' (Smith, 1998; Frederick, 2000; Singh & Sirdeshmukh, 2000), which suggests that customer loyalty cannot be forced.

2-8- Relationship between customers Satisfaction and Customer Loyalty:

Much research has been conducted in an attempt to understand the important factors that determine customer loyalty. One of the most important factors that contribute to the formation of customer loyalty is customer satisfaction.

Surveys have become a common tool for many companies to learn more about their customers and ultimately improve their satisfaction with the company and its products. The rise of customer satisfaction as an important concern for business leaders is not over yet: the National Retail Federation (NRF) recently released survey findings indicating that among 418 executives across 137 companies in the retail industry customer satisfaction currently has the top priority (Geller, 2008).

How much a good measurement for customer satisfaction gives a better understanding of customer loyalty (Reichheld, 2006) argues that satisfaction measures do not match the actual behavior of customers. Specifically, he argues that a substantive amount of respondents who describe themselves as 'satisfied' or 'very satisfied' are also defectors and do not show the brand loyalty that one would expect. However, in some studies, researchers have found that other measures of customer relations are significant predictors of business performance (Lawrie, Matta and Roberts, 2000).

3- Research Methodology:

A pilot study was conducted in five well known quality – oriented 5 – stars Egyptians hotels, the aim of this study was to try to benefit from the quality management experience possessed by these hotels managers particularly in the field of TQM principles and practices applications to help in achieving the purpose of this research, the pilot study was proceeded through 3 steps, where each step is based on the previous one,

A- Step number 1:

Interviews were conducted with the top managers of these hotels in order to find answers for 2 main questions.

- The first question was about the most common internal and external customer complaints exist in the 5- star hotels business that indicates to a shortage in a hotel performance?
- The second question was about the hotels managers' point of view of the right mix of TQM critical success factors among those factors effecting service industries, which helped in minimizing the above stated problems through enhancing the service quality as a main indicator to the level of hotel performance?

B- Step number 2:

- A constructed questionnaire was disseminated over 10 middle level and front line managers in each of the five hotels (50 questionnaires) to detect their awareness of the relative importance of the implemented TQM critical success factors that was used to handle internal and external customer's complaints through enhancing service quality offered by the hotels.

C- Step number 3:

- A 25 structured performance appraisal forms were introduced to each of the 5 hotel top managers with a total of 125 appraisal forms, to measure the impact of each of the implemented TQM CSFs on the staff performance, as to ensure the effectiveness of those TQM CSFs identified by hotels managers in step no (1&2) on quality of service as an indicator for hotels performance.

4-Results:

As for step number 1:

- The interviews that were conducted with the top managers revealed a considerable number of the most common internal and external customer complaints in 5-stars hotel business that should be effectively encounter through quality of service to achieve customers satisfaction, a great portion of these complaints are shown below:

I-External customer complaints

- 1- Inadequate employee attire and attitude
- 2- Slow staff responsiveness to client's requests
- 3- Slow feedback to complains, (inaccurate or irrelevant corrective action may occur).
- 4- Billing problems (in accuracy, billing mistakes).
- 5- Overcharged services.

- 6- Staff appearance and tidiness is inappropriate.
- 7- Uninformative website.
- 8- Difficulties in booking online.
- 9- Insufficient staff experience and professionally.
- 10-Problems in hotel room maintenance.
- 11-Noisy activities close by the accommodation areas.
- 12-Booking, check in and checkout procedures are confusing.

II-Internal customers Complaints

- 1- Unfair compensation system design.
- 2- There is a shortage in maintaining a good customer relationship programs.
- 3- Work standards are based on quantity with a less attention to quality.
- 4- The hotel information gathering and analysis system is not effective.
- 5- Inappropriate working conditions
- 6- Poor communication channels.
- 7- The management adopts the policy of hit and run.
- 8- Recruiting is not taken seriously.
- 9- Unfair, unfriendly management treatment.
- 10- Unclear hiring contract clauses.
- 11- Poor training and development programs.
- 12- Lack/ little on the job training.
- 13- Long-term relationship with key suppliers does not exist.
- 14- Team work philosophy is not well embedded in the organization culture.
- 15- Poor transportation facilities.

• The interviews that were conducted with the top managers of fifteen Egyptian Hotels also revealed a number of 15 critical success factors with a greater relative importance to 5-stars hotels business performance. (Where their means are above 3 according to 5 likert scale), and (7 critical success factors with means less than 3), as shown in table 7.

Table 7: the means are arranged in a descending order

TQM critical success factors for 5-stars hotels business	MEAN
1- Leadership.	4.35
2- Customer focus.	4.21
3- Continues improvement.	4.18
4- Quality improvement.	4.05
5- Teamwork.	4.00
6- Organizational culture.	3.95
7- Benchmarking.	3.80
8- Information and analysis.	3.75
9- Training and education.	3.62
10-HRM practices.	3.52
11- Employee empowerment.	3.41
12- Employee involvement.	3.37
13- Communication.	3.15
14- Supplier relationship management.	3.05
15- Process management.	3.01
16- Social responsibility.	2.95
17- Service design.	2.82
18- Employee satisfaction.	2.71

19- Rewards and recognition.	2.60
20- Quality policy and technology.	2.55
21- Strategy and planning.	2.41
22- Union intervention.	2.32

As for step number 2:

Due to the findings of the first step, the researcher designed a questionnaire composed of 15 constructs expressing the TQM CSFs with the highest means.

- To measure internal reliability of each construct of the gathered 50 questionnaire forms with its different number of statements, Cranach’s alpha is calculated for each construct. In this model, 15 constructs are focused on, the Cronbach’s alpha are calculated according to following equation.

$$\alpha = \frac{k}{k-1} \left[1 - \frac{\sum S_i^2}{S_t^2} \right]$$

Where:

- K is the number of Constructs test.
- S_i² is variance responses to each Constructs of the test
- S_t² is variance of the total answers of Constructs of the test.

The table below shows that the first 10 constructs for this model have Cronbach’s alphas larger than 0.7 (a level considered “acceptable” in most social science research).

Table 8

Constructs	Alpha cronbach	No. of items
1- Leadership.	0.821	8
2- Teamwork.	0.813	3
3-Training and education.	0.801	3
4-HRM practices.	0.795	3
5-Customer focus.	0.783	5
6-Organizational culture.	0.775	5
7- Benchmarking.	0.752	3
8- Communication. .	0.740	3
9-Supplier relationship management.	0.735	3
10--Process management. .	0.718	5
11-Employee empowerment.	0.685	3
12-Quality improvement.	0.615	3
13-Information and analysis	0.601	4
14-Employee involvement.	0.599	3
15- Continues improvement.	0.585	3

- After checking the reliability of the items, it was needed to take the averaged scores of items for each construct as the final score upon which we conducted further analysis. Table below shows the means, standard deviations for all constructs.

Table 9

TQM critical success factors for 5-stars hotels	Mean	St. dev
1- Leadership.	3.887	0.147
2- Customer focus.	3.587	0.0115
3- Continuous improvement.	2.036	0.059
4- Quality improvement.	2.700	0.156
5- Teamwork.	3.746	0.140
6- Organizational culture.	3.541	0.098
7- Benchmarking.	3.445	0.020
8- Information and analysis.	2.268	0.051
9- Training and education.	3.664	0.040
10-HRM practices.	3.604	0.006
11- Employee empowerment.	2.825	0.261
12- Employee involvement.	2.156	0.080
13- Communication.	3.420	0.007
14- Supplier relationship management.	3.335	0.055
15- Process management.	3.171	0.013

- It is clear from the previous results that there exists a relative importance for critical success factors when applying in 5-stars hotel business. TQM critical success factors are rearranged in a descending order according to their relative importance as shown in table below.

Table 10

TQM critical success factors for hospitality industry	Ranking
1- Leadership.	1
2- Teamwork.	2
3- Training and education.	3
4- HRM practices.	4
5- Customer focus.	5
6- Organizational culture.	6
7- Benchmarking.	7
8- Communication.	8
9- Supplier relationship management.	9
10-- Process management.	10
11- Employee empowerment.	11
12- Quality improvement.	12
13- Information and analysis.	13
14- Employee involvement.	14
15- Continuous improvement.	15

As for step number 3:

- To study the impact of critical success factors on performance appraisal, the researcher used the gathered

125 performance appraisal forms to develop a multiple regression model, where performance appraisal is considered the dependent variable and the selected 15 critical success factors are considered the independent variables, the results obtained from the analysis shows that:

- From analysis of variance, it is clear that the model is significant since (P-value=0.000, which is less than 0.05), this result is confirmed by (F calculated=11.507) which is greater than (F tabulated= 1.759)
- From the coefficients of the model the researcher found that:
- 10 of the identified critical success factors which are leadership, customer focus ,benchmarking, process management ,supplier relationship management, organizational culture, HRM practices, training and education , teamwork and communication have a (P-value which ranges between 0.0002-0.0005) that are less than 0.05 which means that they have a direct and positive impact on performance appraisal.
- From the analysis it was found that the rest 5 critical success factors which are quality improvement, employee involvement, continues improvement, information gathering & analysis , employee empowerment have a (P-value ranges between 0.123-0.567) that are more than 0.05 which means that they have no significant impact on performance appraisal.

5- Research model and hypothesis

Based on the above literature review, a conceptual framework is developed and a research model has been proposed to examine the extent to which the 10 TQM CSFs are implemented in 5-stars hotels business and to explore the relationships between identified TQM practices and company’s performance by measuring the ‘service quality’ as a performance indicator. The proposed TQM research framework is depicted in Figure 1 as above. This research model suggests that the greater the extent to which these TQM practices are present, the service quality of 5-stars hotels business will be higher which will lead to a higher customer’s satisfaction and loyalty. In this theoretical research framework, the independent variables are TQM practices and a dependent variable is service quality respectively.

The main objective of the study is to establish the TQM implementation and evaluation model for 5-stars hotels business. The four research question of this study can be articulated as follows:

- 1- What are the most important TQM CSFs effecting the 5-stars hotels business?**
- 2. Is there a relationship between the identified CSFs and service quality?**
- 3- Is there an impact in applying the identified CSFs on customer satisfaction?**
- 4- Is there an impact in applying the identified CSFs on customer loyalty?**

Thus, a comprehensive review of literature suggests the extent of implementation of 10 TQM CSFs in the 5-stars hotels. Though, there exist a number of TQM practices but

the identified 10 practices are selected as the study result and are nominated for better quality oriented results. This leads to the following hypotheses:

- **H1: There should not be any significant difference in the 10 TQM CSFs implemented by 5-stars hotels.**
- **H1₁: Leadership practices in 5-stars hotels are significantly implemented.**
- **H1₂: Customer focus in 5-stars hotels is significantly implemented.**
- **H1₃: Teamwork in 5-stars hotels is significantly implemented.**
- **H1₄: Organizational culture in 5-stars hotels is significantly implemented.**
- **H1₅: Training and education in 5-stars hotels is significantly implemented.**
- **H1₆: HRM practices in 5-stars hotels are significantly implemented.**
- **H1₇: Communication in 5-stars hotels is significantly implemented.**
- **H1₈: Supplier relationship management in 5-stars hotels is significantly implemented.**
- **H1₉: Process management in 5-stars hotels is significantly implemented.**
- **H1₁₀: Benchmarking in 5-stars hotels is significantly implemented.**

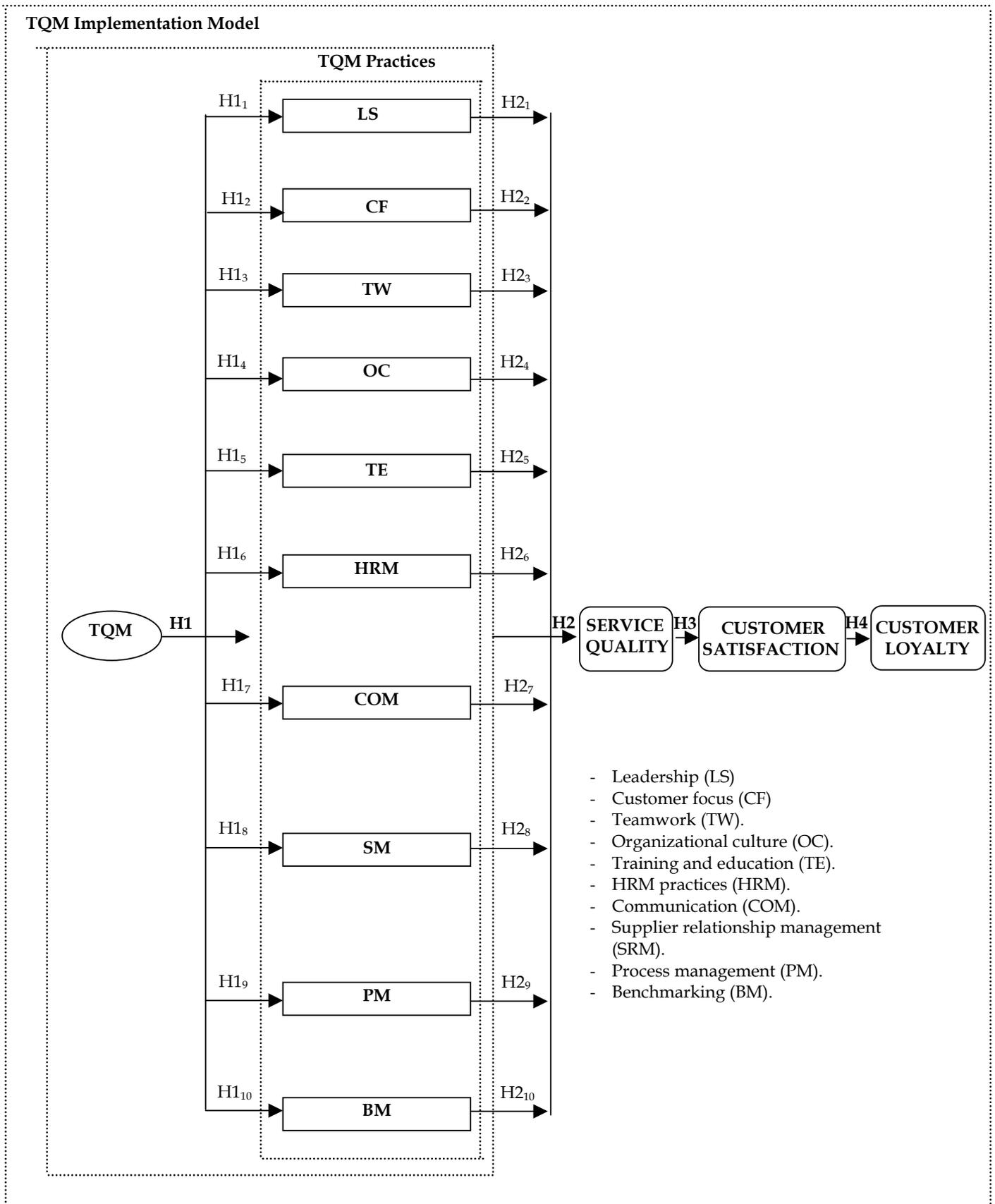
- **H2: There is a significant positive relationship between identified TQM practices with Service quality of 5-stars hotels.**
- **H2₁: Leadership practices are positively correlated with Service quality.**
- **H2₂: Customer focus practices are positively correlated with Service quality.**
- **H2₃: Teamwork practices are positively correlated with Service quality.**
- **H2₄: Organization culture practices are positively correlated with Service quality.**
- **H2₅: Training and education practices are positively correlated with Service quality.**
- **H2₆: HRM practices are positively correlated with Service quality.**
- **H2₇: Communication practices are positively correlated with Service quality.**
- **H2₈: Supplier relationship management practices are positively correlated with Service quality.**
- **H2₉: Process management practices are positively correlated with Service quality.**
- **H2₁₀: Benchmarking practices are positively correlated with Service quality.**

- **H3: There is a direct correlation between service quality and customer satisfaction**

- **H4: There is a direct correlation between customer satisfaction and customer loyalty.**

The framework for the hypotheses is presented in figure:

TQM Evaluation Model



Conclusion:

The primary objective of this study is to develop a TQM implementation and evaluation research framework that can be used as a guide in the formulation of an effective TQM implementation approach to Egyptian 5- stars hotels business. The present study attempts contribute to the development of conceptual framework and research model particularly for Egyptian 5- stars hotels.

To carry out this study, the key TQM CSFs, service quality, customer satisfaction and customer loyalty have been extensively investigated as presented earlier. Based on this review, a research model of TQM implementation in relation to company performance by measuring service quality has been proposed. Four research questions, 4 main hypotheses and 20 sub-hypothesis were formulated

from this model (10 hypotheses for assessing the extent of implementation of TQM practices, 10 hypotheses for evaluating the perceived service quality of the 5-stars hotels and another 2 to measure the impact of the selected 10 TQM CSFs on customers satisfaction and loyalty).

Moreover, in developing such a framework on TQM, the present study can help in:

- Understanding the awareness of TQM in 5-stars hotels business.
- Investigating the TQM implementation experiences in 5-stars hotels business.
- Identification of the key TQM CSFs for effective TQM implementation in 5-stars hotels business.
- Assessing the hotels performance with the adoption of TQM program.
- The proposed research model will allow practitioners and managers to assess the level of company's quality management against other models proposed by quality gurus.
- The model can also provide a baseline measure for the extent of TQM practices that is in place at a hotel. Thus, knowledge of this baseline can help in gaining continuous improvement in the company performance.
- Managers can further enhance their knowledge in driving the identified key TQM practices from the study and maximize the potential of the formal quality system.
- Finally, the study will provide a significant contribution in developing a better understanding of the TQM practices and service quality in service industries.

Future research involves data collection and empirical analysis using 5-stars floating hotel as a case study, where the hypotheses about the extent of implementation and relationships will be tested in the 5- stars hotels business. The results will hopefully prove that the greater the extent to which these TQM practices are present, the service quality of the organizations will be higher. At the end, it would be interesting to test and validate the proposed theoretical model using different application one of them is the 'Statistical package approach which has the capability of testing and validating such a theoretical model.

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