

ASSESSING THE TOTAL QUALITY MANAGEMENT PRACTICES OF SELECTED HOTEL ESTABLISHMENTS AT CAUAYAN CITY, ISABELA

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Abstract— This study aimed to assess the Total Quality Management (TQM) practices of selected hotel establishments in Cauayan City, Isabela. The study completely examined the level of implementation across seven dimensions of Total Quality Management: customer focus, teamwork, continuous improvement, management commitment and leadership, staff engagement/involvement, education and training, and process management. The research was carried out at six selected hotels certified by the Department of Tourism: The Hotel Andrea, The Hotel Sophia, The Maximilian Hotel, JAPI Travellers Hotel, Dynirho Hotel, and Maison Hotel. The respondents comprised 70 hotel employees from these establishments, selected through convenience sampling. The findings indicated that the overall implementation of TQM practices in these hotels was high, particularly in the areas of customer focus and teamwork. Moreover, statistical analysis revealed significant differences in TQM implementation based on distinct demographic characteristics, including hotel category and years of operation. The findings highlight the significance of strategic quality measures in enhancing hotel performance and service delivery in a local setting.

Keywords— : *total quality management, TQM, hospitality industry, service quality, customer focus, teamwork, continuous improvement, management commitment and leadership, staff engagement/involvement, education and training, process management*

I. INTRODUCTION

The hospitality industry is a dynamic sector that thrives on customer satisfaction and service excellence. In this context, Total Quality Management (TQM) has emerged as a strategic approach to improving service quality and achieving business sustainability. As consumer expectations evolve and the global market becomes increasingly competitive, hotel establishments must adopt innovative quality management practices to remain relevant.

Previous studies, such as those by Ming (2023) and Islam (2014), emphasize the critical role of TQM in improving service delivery, customer satisfaction, and operational efficiency in hotel operations. These studies suggest that TQM implementation positively influences both financial and non-

financial performance indicators. However, most of the available literature focuses on international or urban contexts, with limited attention to localized hotel operations in provincial settings such as Cauayan City, Isabela.

This research addresses this gap by assessing the implementation of TQM practices among selected DOT-accredited hotel establishments in Cauayan City, Isabela. It aims to determine the level of adoption of key TQM dimensions, namely customer focus, teamwork, continuous improvement, management commitment and leadership, staff engagement/involvement, education and training, and process management.

The main objective of this study is to explore how effectively these practices are implemented and whether there are significant differences in implementation when grouped by hotel category, ownership, and years of operation. The results of this study aim to enhance the understanding of TQM's local relevance and guide improvements in the management systems of provincial hotel establishments policies for information sharing and future study paths.

II. METHODS

This study employed a descriptive-comparative research design to examine and compare the level of Total Quality Management (TQM) practices among selected hotel establishments in Cauayan City, Isabela. This approach enabled the systematic description of existing TQM practices and the analysis of differences across selected organizational profiles, including hotel category, ownership structure, and years of operation. The study involved 70 hotel employees from six Department of Tourism (DOT)-accredited hotels, namely The Hotel Andrea, The Hotel Sophia, The Maximilian Hotel, JAPI Travellers Hotel, Dynirho Hotel, and Maison Hotel. A convenience sampling technique was utilized in selecting the respondents due to accessibility and availability considerations.

Primary data were collected using an adapted survey questionnaire derived from Hsu's (2019) study entitled "The Study of Total Quality Management on Business Performance in Tourist Hotels in Taiwan." Selected items relevant to the

present study were incorporated and contextualized to suit the local setting. Prior to the actual data collection, the instrument underwent pilot testing to assess its clarity, reliability, and suitability. The questionnaire consisted of two parts: Part I elicited the demographic profile of the respondents, while Part II measured the level of TQM practices across key dimensions, including customer focus, teamwork, continuous improvement, management commitment and leadership, staff engagement and involvement, education and training, and process management.

Prior to data collection, approval was secured from the Research Director, and formal permission was obtained from the management of the selected hotel establishments. The researchers conducted on-site visits to personally administer the questionnaires, which facilitated direct coordination with respondents and ensured a high retrieval rate of completed instruments. Following data collection, all responses were organized, encoded, and prepared for statistical analysis.

The data were analyzed using appropriate statistical tools. Frequency and percentage distribution were used to describe the demographic profile of the respondents in terms of hotel category, ownership type, and years of operation. The weighted mean was employed to determine the level of TQM practices across the identified dimensions. To examine significant differences in the assessment of TQM practices when respondents were grouped according to profile variables, Analysis of Variance (ANOVA) was utilized at an appropriate level of significance.

Ethical standards were strictly observed throughout the conduct of the study. Approval was first obtained from the Research Adviser to ensure that the research posed no potential harm to participants. Permission was likewise secured from the management of the participating hotels. Informed consent was obtained from all respondents prior to data collection, and they were assured of the confidentiality and anonymity of their responses. Participants were also informed of their right to withdraw from the study at any point without penalty. All data collected were used solely for academic and research purposes.

III. RESULTS AND DISCUSSION

Table 1. Frequency and Percentage of the Profile of the Hotels

	Frequency	Percent
<u>Hotel Category</u>		
Standard Class	30	42.9
First Class	15	21.4
Deluxe Class	25	35.7
<u>Ownership Type</u>		
Privately Owned and Operated	70	100
<u>Years of Operation</u>		
1 - 3 years	15	21.4
4 - 6 years	17	24.3
> 6 years	38	54.3
Total	70	100

Table 1 revealed that the majority of hotels in Cauayan City, Isabela, are privately owned and have been operating for more than six years, indicating a stable and resilient hotel industry. Most respondents came from Standard Class hotels (42.9%), followed by Deluxe Class (35.7%) and First-Class (21.4%) establishments. In terms of years of operation, 54.3% of the hotels have been in business for over six years. These findings suggest that the local hotel industry offers a balanced mix of affordability and quality service, catering to various customer needs.

Level of TQM Practices Implemented by Hotel Establishments in terms of Customer Focus

Table 2.1. Level of TQM Practices Implemented by Hotel Establishments in terms of Customer Focus

Statements	Mean	Descriptive Rating
Our hotel holds every event with our customers in mind.	3.63	Very High
Our hotel's management supports any event that helps to increase customer satisfaction.	3.74	Very High
To satisfy our customers and fulfill their expectations is our top priority.	3.87	Very High
Our hotel's management does not care about our customers.	1.11	Very Low
Grand Mean	3.09	High

Table 2.1 shows that hotel establishments in Cauayan City highly prioritize customer satisfaction as part of their TQM

practices, with a grand mean of 3.09 rated as “High.” The highest-rated statements emphasized fulfilling customer expectations and management support for customer-focused activities. The lowest-rated statement, which implied neglect of customers, was strongly disagreed with. These findings align with studies by Ming (2023) and Ali (2021), highlighting that customer focus enhances service quality and guest satisfaction.

Level of TQM Practices Implemented by Hotel Establishments in terms of Teamwork

Table 2.2. *Level of TQM Practices Implemented by Hotel Establishments in terms of Teamwork*

Statements	Mean	Descriptive Rating
In our hotel, we do things with teamwork.	3.81	Very High
Every employee in our hotel is committed to improve products, services and processes.	3.79	Very High
Employees hesitate to speak out, make suggestions, or challenge our organization’s activities.	1.99	Low
Grand Mean	3.20	High

Table 2.2 shows that teamwork is strongly practiced in hotel establishments, with a grand mean of 3.20 rated as “High.” Statements highlighted strong collaboration and employee commitment to improvement, while the lowest-rated item suggested open communication is present. These results align with studies by Zeng (2016), Durairatnam (2024), Vihari (2022), and Bureros (2022), all of which emphasize that teamwork and open communication are essential for effective TQM and overall hotel success.

Level of TQM Practices Implemented by Hotel Establishments in terms of Continuous Improvement

Table 2.3. *Level of TQM Practices Implemented by Hotel Establishments in terms of Continuous Improvement*

Statements	Mean	Descriptive Rating
Our hotel’s staff seldom has opportunities to make suggestions or change to our existing work processed.	2.29	Low
Our hotel encourages staff to continuously challenge and improve our products, services and processes.	3.63	Very High
Our hotel has recently been recognized by our customers	3.69	Very High

for our improved products/services/processes.

Grand Mean	3.20	High
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Table 2.3 shows that hotel establishments demonstrate a strong commitment to continuous improvement, with a grand mean of 3.20 rated as “High.” Customers recognize improvements, and staff are encouraged to enhance services and processes. However, limited opportunities for staff to suggest changes indicate room for improvement. These findings align with Mehmood (2014), who emphasized that continuous improvement is essential for meeting customer needs and enhancing overall performance.

Level of TQM Practices Implemented by Hotel Establishments in terms of Management Commitment and Leadership

Table 2.4. *Level of TQM Practices Implemented by Hotel Establishments in terms of Management Commitment and Leadership*

Statements	Mean	Descriptive Rating
The members of our senior management have similar versions to the future of our hotel.	3.26	Very High
Our management is less supportive to events and investments that need long-term waiting before earning money.	1.87	Low
Our management seldom delegates autonomy of work processes to the staff.	2.31	Low
Our senior management foresees changes and plans for responses.	3.19	High
Grand Mean	2.66	High

Table 2.4 indicates that hotel establishments demonstrate strong management commitment and leadership, with a grand mean of 2.66 rated as “High.” Managers share a clear vision and plan for future challenges. However, low scores in supporting long-term investments and employee autonomy suggest areas for improvement. While strategic leadership is evident, enhancing support for innovation and empowering staff could lead to more sustainable success. These results align with Mehmood (2014), who emphasized that top management plays a crucial role in achieving quality goals and improving organizational performance.

Level of TQM Practices Implemented by Hotel Establishments in terms of Staff Engagement and Involvement

Table 2.5. *Level of TQM Practices Implemented by Hotel Establishments in terms of Staff Engagement and Involvement*

Statements	Mean	Descriptive Rating
My job seldom allows me to deliver quality products or services.	2.37	Very High
I love my job because it allows me to do things I want to do.	3.49	Very High
Our hotel’s staff works all-out.	3.77	Very High
Grand Mean	3.21	High

Table 2.5 shows that staff engagement and involvement are well-practiced in hotel establishments, with a grand mean of 3.21 rated as “High.” Employees feel motivated and find fulfillment in their roles, as shown by high ratings for effort and job satisfaction. However, a lower score for the ability to deliver quality service suggests room for improvement. These findings align with Zeng (2016) and Mehmood (2014), who emphasized that staff engagement is vital to service quality and operational success. Enhancing communication, recognition, and professional development can further strengthen employee performance.

Level of TQM Practices Implemented by Hotel Establishments in terms of Education and Training

Table 2.6. *Level of TQM Practices Implemented by Hotel Establishments in terms of Education and Training*

Statements	Mean	Descriptive Rating
Our top management supports an environment where continuous education is encouraged.	3.81	Very High
Our management and officers engage in professional training on hotel operation, labor relations, or customer relationship management.	3.83	Very High
Many people in our hotel have sufficient essential expertise.	3.54	Very High
Only a few people in our hotel understand the basic process of creating a product/service.	2.16	Low
Grand Mean	3.34	Very High

Table 2.6 shows that hotel establishments strongly implement education and training, with a grand mean of 3.34 rated as “Very High.” Management actively supports professional development and continuous learning, and most staff have the necessary expertise for their roles. However, a low score on understanding basic processes suggests a need for more foundational training. These findings align with Depierraz (2024), Zeng (2016), Ming (2023), and Mehmood (2014), all of whom highlight that continuous education is essential for service quality, employee growth, and long-term success in the hospitality industry.

Level of TQM Practices Implemented by Hotel Establishments in terms of Process Management

Table 2.7. *Level of TQM Practices Implemented by Hotel Establishments in terms of Process Management*

Statements	Mean	Descriptive Rating
It’s our commitment to ensure our hotel does not deliver defective products/services.	3.20	High
Our hotel checks quality without reviewing the existing operational processes	2.46	Low
Our hotel develops new products/services to ensure quality.	3.63	Very High
We seldom use processes as a factor of analysis	2.41	Low
Our hotel’s management looks closely at the gross costs of products/services, including overhead costs.	3.34	Very High
Our hotel’s management and officers know how to energize our staff for excellent work performance.	3.66	Very High
Grand Mean	3.12	High

Table 2.7 shows that hotel establishments demonstrate a high level of process management, with a grand mean of 3.12. Hotels excel in areas such as innovation, cost monitoring, and staff motivation, reflecting their commitment to quality and efficiency. However, low scores in process review and analysis reveal gaps in consistently evaluating operational procedures. These weaknesses suggest the need for better use of tools like process mapping and audits. The findings align with Ming (2023), Al-Saedi et al. (2019), and Mehmood (2014), who emphasize that systematic process management is vital for sustaining service quality and operational success.

Difference between the Level of TQM Practices Implemented by Hotel Establishments in Terms of the Categories They Belong

Table 3.1. Difference between the Level of TQM Practices Implemented by Hotel Establishments in Terms of the Categories They Belong

Variables	Mean			F	P-value
	Standard Class	First Class	Deluxe Class		
Customer Focus	2.98 ^a	3.03 ^b	3.25 ^{ab}	10.295*	<0.01
Teamwork	3.29	3.18	3.09	1.586 ^{ns}	0.212
Continuous Improvement Management Commitment and Leadership Staff Engagement / Involvement	3.39 ^a	3.11	3.03 ^a	6.697*	0.002
Education and Training	2.85 ^{ab}	2.52 ^a	2.51 ^b	5.979*	0.004
Process Management	3.30	3.22	3.09	1.458 ^{ns}	0.24
	3.28	3.48	3.32	2.038 ^{ns}	0.138
	3.18	3.10	3.05	0.993 ^{ns}	0.376

* - Significant ^{ns}-Not Significant; letters ^{a,b} signify that the pair mean difference is significant using Bonferroni Multiple Comparisons

Table 3.1 compares the level of TQM practices implemented by hotel establishments categorized as Standard Class, First Class, and Deluxe Class using ANOVA and Bonferroni tests. Significant differences were found in customer focus, continuous improvement, and management commitment and leadership. Deluxe Class hotels led in customer focus, while Standard Class hotels scored highest in continuous improvement and management commitment, showing their emphasis on innovation and leadership. No significant differences were observed in teamwork, staff engagement, education and training, and process management, indicating consistent practices across hotel types.

Difference between the Level of TQM Practices Implemented by Hotel Establishments in Terms of Length of Service

Table 3.2. Difference between the Level of TQM Practices Implemented by Hotel Establishments in Terms of Length of Service

Variables	Mean			F	P-value
	1 - 3 years	4 - 6 years	> 6 years		
Customer Focus	3.25 ^{ab}	3.01 ^{ac}	3.06 ^{bc}	4.478*	0.015
Teamwork	2.96 ^a	3.35 ^a	3.22	4.225*	0.019

Continuous Improvement Management Commitment and Leadership Staff Engagement / Involvement Education and Training Process Management	2.96 ^a	3.51 ^{ab}	3.16 ^b	9.608*	<0.01
	2.60	2.68	2.67	0.164 ^{ns}	0.849
	2.84 ^{ab}	3.29 ^a	3.32 ^b	7.436*	0.001
	3.35	3.28	3.36	0.312 ^{ns}	0.733
	3.04 ^a	3.32 ^{ab}	3.05 ^b	4.912*	0.01

* - Significant ^{ns}-Not Significant; letters ^{a,b,c} signify that the pair mean difference is significant using Bonferroni Multiple Comparisons

Table 3.2 shows the differences in TQM practices among hotel establishments based on their length of service. Significant differences were found in customer focus, teamwork, continuous improvement, staff engagement, and process management. Newer hotels (1-3 years) prioritized customer satisfaction, while mid-aged hotels (4-6 years) showed the strongest performance in teamwork, continuous improvement, and process management. Hotels operating for over 6 years excelled in staff engagement, reflecting employee loyalty and commitment. However, management commitment and leadership and education and training showed no significant differences across hotel age groups, indicating their consistent application.

IV. CONCLUSION AND RECOMMENDATIONS

Based on the salient findings of the study, the following conclusions were made. The study revealed that most hotel establishments in Cauayan City, Isabela, have been operating for more than six years, and most of them are privately owned and operated and belong to the Standard Class and Deluxe Class hotels. The level of Total Quality Management practices implemented by the hotel establishments was rated high overall. Key strengths included customer focus, teamwork, continuous improvement, and process management, which contribute to customer satisfaction and operational success.

Management commitment and leadership, while present, showed room for improvement, particularly in areas of long-term investment support and staff autonomy. Staff engagement and involvement were rated high, with employees showing motivation and dedication; however, providing more opportunities for staff to contribute ideas and suggestions to improve processes could further enhance engagement and innovation. Process management was found to be a key factor in maintaining efficiency and consistency. However, opportunities existed to optimize workflows and ensure all staff are fully aligned with the processes to deliver quality outcomes consistently. Significant differences in TQM practices are

observed among hotel categories and years of operation, especially in Customer Focus, Continuous Improvement, and staff. Engagement, providing actionable insights for improvement. On the other hand, Management Commitment and Education/Training practices remained consistent across all categories and years of operation.

Hotels are encouraged to review existing workflows and address operational inefficiencies to enhance service delivery. Conducting regular process audits, incorporating employee input, and adopting updated tools and technologies may help streamline operations and ensure consistent service quality. In addition, providing platforms for employees to share feedback and ideas, such as anonymous suggestion channels, is recommended, as recognizing and implementing staff contributions may improve motivation and morale.

Furthermore, hotels are encouraged to implement regular training programs focused on customer service, teamwork, and process improvement. Such initiatives may empower employees, strengthen their competencies, and contribute to improved overall service quality. To sustain high levels of customer satisfaction, hotel establishments may also consider systematically collecting and responding to guest feedback through surveys, online reviews, and real-time feedback mechanisms, thereby enabling the identification of service gaps and alignment with customer expectations.

Finally, future researchers are encouraged to explore additional factors that may influence the effectiveness of Total Quality Management (TQM) practices, including cultural, environmental, and technological dimensions. Such investigations may provide deeper insights and contribute to the development of more comprehensive strategies for improving hotel operations and enhancing guest satisfaction.

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