Assessing the implementation of TQM in the hospitality industry in Alexandria

Reem Bahaa El Masry
Reham Yassin Hamido
Arab Academy of Science, technology and Maritime Transport
Alexandria, Egypt

Hala Nabil Hilaly
Alexandria University, Egypt

Abstract

In today's highly competitive, global marketplace, a company that excels is one that continually strives to identify and focus on factors critical to its customers and improve its processes in order to provide the highest – quality product or service possible. The implementation of total quality management in hospitality industry is an essential approach for business that attempts to maximize their competitiveness through the continual improvement of the quality of its products, services, people, processes, and environments in order to meet customers' requirements which will subsequently lead to customers' satisfaction. Moreover, it is worth to stress on the effect of dealing with the employees as internal customers in achieving customers' satisfaction which will lead to present high quality service in the hospitality industry within the framework of TQM criteria.

Thus, this study aims to investigate the relationship between the implementation of TQM and the customer satisfaction and employee's satisfaction, as well as to study the relationship between the application of the TQM and achieving the organization goals and gaining competitive advantage through achieving customers' satisfaction in hospitality industry in Alexandria, Egypt. Two questionnaires were distributed in four and five hotels in Alexandria; the first one is distributed to customers to measure the elements that affect their satisfaction during their stay in Alexandria hotels. The second one was distributed to hotels' employees to measure their satisfaction.

It can be concluded that the hotel industry in Alexandria is way behind in terms of approaching TQM for two reasons; first, hotel managers have not yet realized the importance of TQM, second, hotel managers have not yet realized the importance of the human factor, training, and turnover rate in the management of quality in hospitality.

1. Introduction

Hospitality is the organizations which provide lodging and food services for customers when they are away from their homes. Quality is "conformance to requirements" (Sallis, 2005). Thereby, quality is a concept which is interested in the customer needs and requirements from the first time and every time in order to achieve the customer satisfaction and the organization goals through eliminating errors. (Deming, 1986). Service quality is even more difficult to define than product quality, because services have more diverse quality attributes than products, and this often results from wide variation created by high customer involvement.(Mohanty & lakhe-2007). Quality in the hospitality as service industry is defined as the consistent delivery of services according to expected standards through the service concept (Ninemeier & Perdue, 2005).

In addition, it involves delivery of products and guest services according to expected standards which is an essential condition for success in the emerging, keenly competitive, global hospitality markets.

Total quality management has proven to be extremely useful in increasing both productivity and quality through employees' satisfaction which in turn leads to customers' satisfaction. It can be defined as a tool to improve the effectiveness, efficiency and competitiveness of any business enterprise ref. So, in hotels TQM consists of commitment of the hotel to the guests using the services in all departments with all employees on each level which is meant that quality is considered in terms of hotel a series of actions that take place to satisfy the needs of a guest from the pre- arrival stage, the arrival stage, the residence in the hotel, and the departure stage. (Hayes & Niemeier-2005). The hospitality industry is further a human profession that involves making a customer feels welcome and comfortable depending on the face to face relationship with employees and customers (Barrows & Powers, 2009).

Customer is the main success key for any organization, especially in the service field, so, wise organization should concentrate on achieving the customers' satisfaction through meeting their requirements, and offering service quality that exceeds their expectations. Moreover, human resources-related activities are critical factor for hotel's success because of the relationship between the delivery of services and the customer impressions through the aspect of the direct contact between the employees and the guest. (Hayes & Ninemeier- 2005). Hotels seek to achieve competitiveness through personalized service, quality product, and fair prices. Thus, the business can't achieve its goals unless, it implements the TQM principles which is an integrative philosophy of management for continuously improving the quality of products and service through empowering all levels of employees to work in groups and treat guests as they would like to be treated themselves. (Rawlins-2008)

The relationship between profitability, customer loyalty, and employee satisfaction, loyalty, and productivity is known as service profit chain (Kotler& Armstrong- 2008). Thus, the study aims to investigate the relationship between the implementation of TQM and the customer satisfaction and employee's satisfaction, as well as to study the relationship between the application of the TQM and achieving the organization goals and gaining competitive advantage through achieving customers' satisfaction in hospitality industry in Alexandria, Egypt.

2. Total Quality Management

According to (Besterfield, et al. - 2003) quality dimensions can be divided to:

1- Performance
2- Reliability
3- Conformance
4- Durability
5- Service ability

Furthermore, Quality implies passing through several stages which are Inspection, Quality control, Quality Assurance and TQM refer. The following figure will display these stages which is called the hierarchy of quality.

All definitions agree with the importance of the TQM in order to increase competition through customers' satisfaction and employees' satisfaction. Hence, the TQM concept emphasizes on the continuous improvement of products, services and processes, through the involvement of all people in the organization in order to prevent problems before occurrence which leads to customer satisfaction.

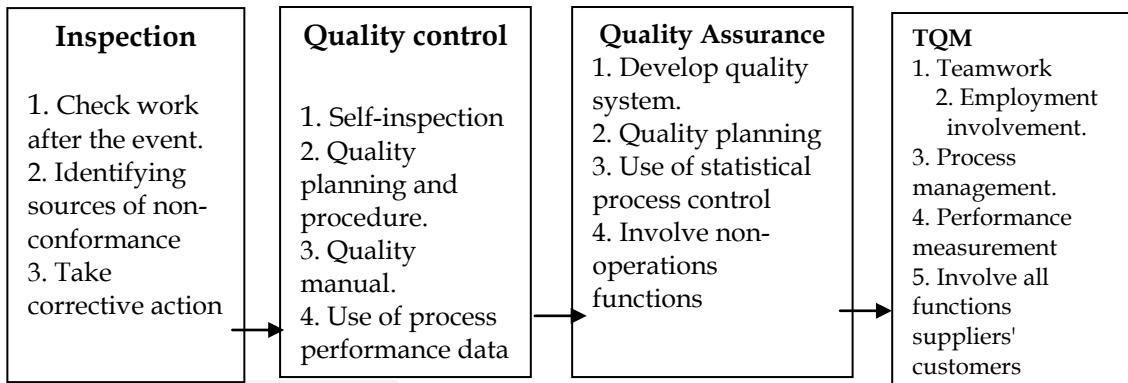| **Inspection**	**Quality control**	**Quality Assurance**	**TQM**
1. Check work after the event. 2. Identifying sources of non-conformance 3. Take corrective action	1. Self-inspection 2. Quality planning and procedure. 3. Quality manual. 4. Use of process performance data	1. Develop quality system. 2. Quality planning 3. Use of statistical process control 4. Involve non-operations functions	1. Teamwork 2. Employment involvement. 3. Process management. 4. Performance measurement 5. Involve all functions suppliers' customers

Figure 1: Hierarchy of quality.

Source: (Basu, 2004)

The implementation of TQM follows several basic steps for solving a problem as showed by (Omachonu & Ross, 2000, Evans& Lindsay, 2008):

1- Identify the problem area in order to recognize the problem
2- Observe and identify causes of the problem in order to evaluate the present status of the problem and identify the factors that could have caused the problem.
3- Analyze, identify, and verify root causes of the problem in the previous steps
4- Plan and implement preventive action through two steps; the first step is **Corrective action** which is taken in order to fix the problem, the second step is **Preventive action** which is taken to prevent the problem from happening again through elimination the causes of problem...
5- Check effectiveness of action taken in order to ensure that the main causes of the problem have been eliminated.
6- Standardize process improvement through the elimination of the causes of the problem by replicating and documenting the preventive action which ensures the active cooperation from all workers involved it.
7- Determine future actions through checking if the preventive action is still working or not, besides the team identify any remaining problems and lays out a plan to solve them in order to achieve the goal of the company which is the continuous improvement it.

In conclusion, there is a cost of implementing quality which is the amount of money a business loses because its product or service was not done right in the first place because of a malfunctioning machine or a badly performed service, businesses lose money every day due to poor quality (Sixsigma ,2010) . A vital issue when dealing with quality to consider is SERVQUAL.

SERVQUAL questionnaire is considered an important tool developed by Parasurman, et al. (1985) for assessing service quality through a survey that is used by many firms and has many advantages. The benefits of customer' satisfaction can be illustrated in the following figure.
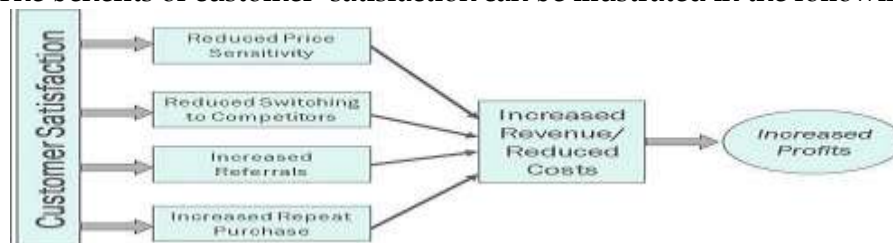

Figure 2: The benefits of customer' satisfaction.
Source www.surevista.com

It is worth mentioning that customer's satisfaction is a requisite for loyalty through exceeding the customer expectation (kotler& Keller- 2012).. Customer loyalty, is a measure of how likely customers are to return to the organization, and their willingness to build relationships with the organization refer. Customer retention aims at keeping the customer through enhancing the relationship by increasing the frequency of customer's service usage as well as cross-selling (Bruhn & Georgi, 2006). Aiming at excellence and profitability, organizations should focus on quality service; retention of existing guests by continuous quality improvement; employment, regular training and empowerment of service-oriented staff. Thus, employees play a key determinant of customer satisfaction, which in turn stresses on the importance of employees' satisfaction. (Mudie, Pirrie- 2006, Gaurav-2010). Therefore, in order to achieve success in the hospitality industry, hospitality organization should focus on achieving employees' satisfaction through motivating employees depending on needs theories and determining what are the needs of every employee which will lead to contribute and perform valuable inputs to a job at a high level. (Jones & George- 2007).

3. Service profit chain

In a service business, services are created through the interaction between the customer and the employee, so, effective interaction, in turn, depends on the skills and qualifications of the employees (Armstrong and Kotler- 2011).. Thus, successful service companies focus their attention on both their customers and their employees through understand the service profit chain which links service firm profits with employees and customers satisfaction (Armstrong and Kotler, 2011). The **service-profit chain** establishes relationships among profitability, customer loyalty, and employee satisfaction, loyalty, and productivity through the relationships of three management functions which play very important and interrelated roles in meeting the needs of service customers: marketing, operations, and human resources (Lovelock, et al. 2009).
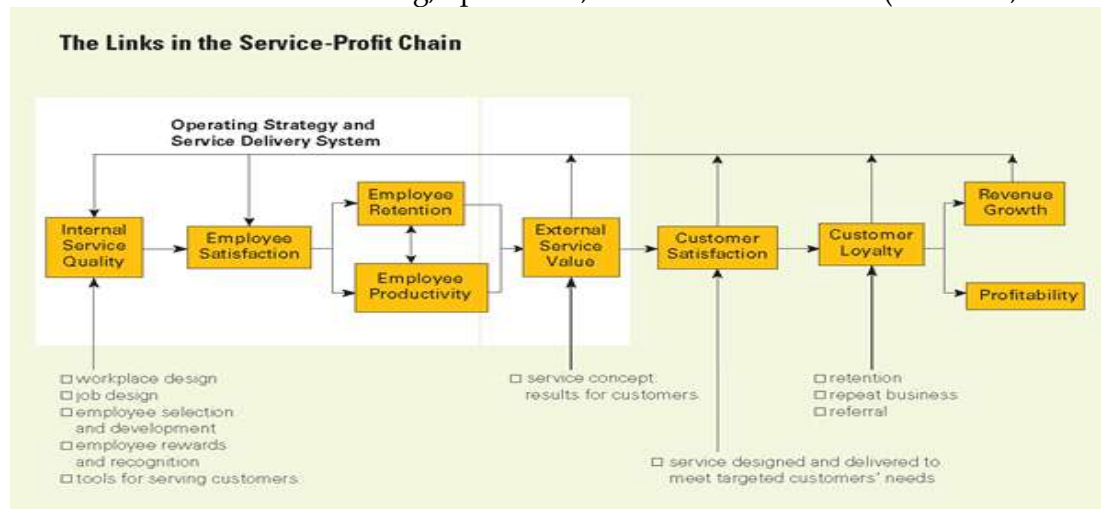

Figure 3: Service Profit Chain

Source: Heskett,J.L. et al. « Putting the Service Profit Chain to Work », Harvard business review, March- April 1994.

4. Research methodology

The objectives of the study are summarized into two points: to explore the relationship between applying TQM concepts and achieving the organizational goals and gaining competitive advantage. In order to study achieve the objectives of the study, two questionnaires

were distributed for both employees and customers. The study was conducted in 4 & 5 stars hotels in Alexandria from November 2012 to March 2013.

The first questionnaire was distributed to customers to measure the elements that make them feel satisfied. It is divided into six sections depending on some elements of the SERVQUAL developed by Parasurman, et al. (1985) for assessing services quality. The questionnaire is divided into two parts; customer expectations and customer perceptions.

The second questionnaire was distributed to employees to measure their satisfaction. The Likert scale was used in the questionnaires from 1= strongly disagree to 5= strongly agree. 400 questionnaires were distributed, after revising questionnaires and remove improper questionnaires, 117 questionnaires for employees were analyzed with response rate 58.5% and 143 questionnaires for customers were analyzed with response rate 71.5%. Analyses of the results were carried out according to the SPSS version 20. To establish the reliability of the questionnaire Cronbach's alpha was calculated. The scale was found to be internally reliable (Cronbach's alpha of employees' questionnaire = 0.892 and Cronbach's alpha of the customers' questionnaire = 0.911) that is greater than Nunnally's (1978) recommended level of 0.70.

5. Results

The demographic characteristics of the employees were first discussed. The majority of the respondents 55.6% were from 5 stars hotels while 44.4% were from 4 stars hotels. Moreover, 66.7% of the employees belong to the age category from 25- 30. Regarding years of experiences 76.9% of the employees had less than 10 years of experiences which indicates that the percentage of young people occupies a broad base of employment in hotels. Table 1 will illustrate the results of management's interests in employees.

Table (1): The Percentage showing Management's interests in employees.

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1-Management believes that you are the most important asset of the hotel	30.8	34.2	25.6	8.5	.9
2-The hotel leadership has made changes which are positive for you	20.5	57.3	16.2	5.1	0.9
3-I feel the team spirit in the work environment	24.8	47.0	21.4	3.4	3.5
4-You are satisfied with the information you receive from management on what is going on the hotel	23.1	44.4	23.1	9.4	0
5-Your compensation matches you responsibilities	15.4	37.6	26.5	17.9	2.6
6-Upper management doesn't understand the problems you face on your job	18.8	20.5	23.9	26.5	10.2
7-You have reasonable balance between you private life and your work	19.7	37.6	30.8	6.8	5.2
8-You have enough freedom in your position to take independent action when needed	10.3	40.2	20.5	9.4	18.8
9-You will choose your job again if you have the choice	22.2	33.3	22.2	9.4	12.8

Results showed that 34.2% of the respondents disagree that management believe that employees are the most important assets, and 30.8% strongly disagreed. Moreover, 57.3% of the employees disagreed that management made positive changes for them, 20.5% strongly disagreed. In addition, the majority of respondents disagreed (47.0%), followed by 24.8% who strongly disagreed, that they didn't feel the team spirit in the work environment. In terms of the information they receive, 44.4% of the respondents disagreed, followed by 23.1% strongly

disagreed. Concerning the compensation they received, 37.6% of respondents disagreed. Regarding the management's understanding of the problems faced by the employees, 26.5% of the respondents agreed and 23.9% of the respondents are neutral. Furthermore, 37.6% of the respondents disagreed that there is a balance between their private life and their work. They also disagreed that they enjoyed freedom in their position with 40.2%. Finally, 55.5% of the respondents either disagreed or strongly disagree that they will choose the same job again. These results show that employees are not satisfied with their jobs, which implies that management is not familiar with the importance of TQM which is interested to achieve employees' satisfaction through involving all the employees in order to achieve high quality service.

Table 2 shows the results of correlation analysis between the management's interest and the employees' satisfaction.

Table (2): The correlation coefficient between management's interest and employees' satisfaction.

Management interested in employees	R	P value
Management believes that you are the most important asset of the hotel	.581**	.000
The hotel leadership has made changes which are positive for you	.575**	.000
I feel the team spirit in the work environment	.525**	.000
You are satisfied with the information you receive from management on what is going on the hotel	.657**	.000
Your compensation matches you responsibilities	645**	.000
Upper management doesn't understand the problems you face on your job	.412**	.000
You have reasonable balance between you private life and your work	.482**	.000
You have enough freedom in your position to take independent action when needed	.231*	.012
You will choose your job again if you have the choice	493**	.000

There was statistical significant positive correlation between management interest in employees and its items (P< 0.05), which means the more the management is interested in applying the TQM elements , the more the employees will be satisfy with their works which will lead to achieve goals effectively.

Table 3 will display the employees' job stress and job satisfaction compared to six month ago.

Table (3): Job stress and Job satisfaction compared to six month ago

Job stress			
Mild	Moderate	Severe	Extreme
4.3 %	52.1%	25.6%	18%
Job satisfaction				

Much less satisfied	Somewhat less satisfied	Same satisfied	Somewhat more satisfied	Much more satisfied
2.6%	8.5%	40.2%	42.7%	6%

Regarding job stress, 52.1% of the respondents showed moderate cases followed by severe stress with 25.6%. In terms of Job satisfaction, 42.7% of the employees are somewhat more satisfied, followed by same satisfaction (40.2%). Consequently, the employees become more satisfy when they suffer less of job stress, and may that due to the decreasing of the customers'

rate due to current circumstances. Results also show that there is no statistical significant relationship between management interested in employees and job stress (F= .251, P= .861 > 0.05), which means that the management doesn't give sufficient attention to identify problems that employees faced during their works which will lead to more job stress then less job satisfaction which will affect negatively the service quality and customers' satisfaction

Hence, the first hypothesis is proved which indicates that there is a relationship between the applying of the TQM principles through the management and achieving the employees' satisfaction.

Moreover, results show that there exists a statistical significant relationship between management's interest in employees and job satisfaction (F= 2.575, P=0.042* < 0.05), which means the more the management is interested in the employees , the more the employees become much more satisfied which will positively affect their work.

Concerning the relationship between management and job stress and job satisfaction compared to six months ago, results show that there is no statistical significant correlation between job stress and management interested in employees (R= -0.032, P=0.734 > 0.05), while there is statistical significant inverse correlation between job satisfaction and management's interest in employees (R== -0.212*, P= 0.022< 0.05). This means that the more the management is interested in employees, the more the job satisfaction will increase. χ^2 is also calculated to investigate whether there is a significant difference between the hotel category and both employees' job stress and job satisfaction. The analysis demonstrates that there was no statistical significant difference between job stress and category of hotel (χ^2 = 1.322, P = .728, P > 0.05), while, there was statistical significant difference between job stress and category of hotel (χ^2 = 18.927, P = .001**, P > 0.01). This result may be due to the 5 stars hotels are more aware of the importance of the implementation of the TQM criteria in order to preserve their customers and gain new customers, through hiring employees who are much more qualified than the 4 stars hotels.

χ^2 is further calculated to investigate whether there is a significant difference between the age of the employees and both their job stress and their satisfaction. The analysis demonstrates that there was no statistical significant difference between the age of the employees and both their job stress and their satisfaction (χ^2 = 10.224 and 9.481, P = .333 and .661 respectively, P > 0.05), while there was no statistical significant difference between job stress and category of hotel (χ^2 = 10.224, P = .333, P > 0.05)

Results also demonstrate that there is no significant relationship between job satisfaction and age (F = 0.255, P= 0.858> 0.05). Furthermore, when investigating whether there is a significant difference between years of experiences and both job stress and job satisfaction. The analysis demonstrates that there was no statistical significant difference between (χ^2 = 8.279, and 5.577, P = .218 and .695 respectively, P > 0.05).

Results show that there is a significant relationship between the management's interest in applying the TQM criteria and employees' satisfaction in order to get rid of job stress and achieving the employees' satisfaction which will positively affect the service quality, that will subsequently lead to customers 'satisfaction and hence profitability. The analysis of the customers' questionnaire will further be illustrated in order to recognize the relationship between the employees' satisfaction and customers' satisfaction. Results show that the majority of the customers (58%) were from 5 stars hotels and 41.3% were from 4 stars hotels. Furthermore, 46.9% of the customers belong to the age 30-40 years followed by the age 40-50 years (24.5%).

The following table will analyze the reliability of the service provided by the hotel, staff responsiveness, service assurance, hotels' tangibles and empathy of hotel's staff.

Table (4): Percentage of the hotel's reliability, staff responsiveness, service assurance, hotels' tangibles and empathy of hotel's staff.

Hotel's reliability	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. When you have a problem, the hotel staff is interested in solving it.	42.0%	46.9%	1.4%	6.3%	3.5%
2. The hotel doesn't provide things right first time.	3.5%	8.4%	9.8%	44.8%	33.6%
3. The hotel provides the services late.	4.2%	13.3%	16.1%	41.3%	25.2%
Staff's responsiveness					
4. Personnel in the hotel tell you exactly when services will be performed.	23.8%	50.3%	14.7%	8.4%	2.8%
5. Personnel in the hotel aren't always willing to help you.	4.2%	7.7%	5.6%	52.%	30.1%
6. Personnel in the hotel are too busy to respond to your requests	2.1%	8.4%	9.1%	52.4%	28%
Service assurance					
7. The behavior of personnel in the hotel instills confidence in customers	37.8%	46.9%	9.1%	4.9%	1.4%
8. You feel safe in dealing with the hotel	40.6%	48.3%	6.3%	3.5%	1.4%
9. Personnel in the hotel are consistently courteous with you	34.3%	50.3%	9.8%	4.2%	1.4%
10. Personnel in the hotel have knowledge to answer your questions	39.25	46.2%	8.4%	4.2%	2.8%
Hotels' tangibles					
12. The hotel has modern looking equipment	27.3%	45.5%	15.4%	6.3%	5.6%
13. The physical facilities at the hotel are visually appealing	26.6%	32.2	20.3	9.1%	11.9%
14. Personnel at the hotel are smart appearance	37.8%	37.1%	18.2%	6.3%	0.7%
Empathy of hotel's staff					
15. When the hotel promises to do something by a certain time they do it	26.6%	55.2%	7.7%	8.4%	2.1%
16. The hotel staffs don't give you individual attention	4.9%	10.5%	9.1%	46.2%	29.4%
17. The hotel has operating hours inconvenient to all their customers.	10.5%	19.6%	48.3%	10.5%	11.2%
18.The personnel of the hotel understand your specific needs	37.1%	38.5%	9.8%	10.5%	4.2%

Concerning quick response to customers' problem, the majority of respondents (46.9%) disagreed, and 42.0%, of them strongly disagreed. Concerning providing things right first time, most of respondents agreed (44.8%), followed by 33.6% who strongly agreed. In terms of providing the services late, 41.3% of respondents agreed and 25.2% strongly agreed.

The results of the responsiveness show that concerning Personnel in the hotel tell you exactly when services will be performed, 74.1% of the customers either disagreed or strongly disagreed. Regarding Personnel in the hotel aren't always willing to help, 82.5% of the

customers either agree or strongly agreed. In addition 80% of customers either agreed or strongly agreed that Personnel in the hotel are too busy to respond to requests.

As regards of the behavior of personnel in the hotel instills confidence in customers, 46.9% of customers disagreed and 37.8% of them strongly disagreed. Concerning feeling safe in dealing with the hotel, 88.9% of the customers either disagreed or strongly disagreed.

However, regarding Personnel in the hotel are consistently courteous, 84.6% of customers disagreed. Finally, 85.4% of customers disagreed that Personnel in the hotel have knowledge to answer questions. Furthermore, in terms of measuring tangibles; 82.8% of the respondents disagreed that the hotel has modern looking equipment, as for (The physical facilities at the hotel are visually appealing), 58.8% of the respondents disagreed. Regarding (Personnel at the hotel are smart appearance) 64.9% of the respondents disagreed.

This result implies that management is not interested in hotel's appearance and facilities; this in turns confirms that management didn't implement the customer focus through determining their needs and requirements. In terms of hotel's staff's empathy, 81.8% of the respondents disagreed that when the hotel promises to do something by a certain time they do it. 75.6% of the respondents agreed that the hotel staffs don't give individual attention, while regarding inconvenience of the operating hours, 48.3% of the respondents are neutral. Finally, 75.6% of the respondents disagreed that the personnel of the hotel understand specific needs.

These results assure that the employees suffer from lack of information received, training programs, rewards, motivations and empowerment. This will subsequently affect employees' satisfaction, which in turn will negatively affect the service quality. Moreover, the management is not interest in implementing the customer focus concept. Moreover, the management and the staff aren't interested in applying the responsiveness criteria. In addition, management are not aware of the concept of employees ' satisfaction in achieving customers' satisfaction through meeting customers' needs and expectations out of applying the concept of TQM.

The Pearson correlation coefficient between reliability and customers' satisfaction are then calculated. Results show that there was no statistical significant relationship between the service reliability and solving customers' problems (R= -0.026, P= 0.755 > 0.05), while there are statistical significant relationship between the service reliability and the customers' satisfaction through the time commitment of providing the right service from the first time (R= 0.695**, and 0.810** respectively, P=0.00< 0.01).

When calculating the correlation coefficient between the customers' satisfaction and responsiveness, results show that there was statistical significant positive relationship between responsiveness and its variables, (R= 0.196*, 0.775**, 0.698**, P= 0.019, 0.00, 0.00 < 0.05 respectively). This result implies that the more the staff is interested in providing the service accurately and helping customers, the more customers 'satisfaction rate will increase.

By calculating the correlation coefficient to investigate the existence of relationship between the assurance of the service quality and customers' satisfaction, results demonstrate that there are statistical significant positive relationship between the assurance of the service quality and customers' satisfaction (R= 0.872**, 0.884**, 0.866** respectively, P= 0.00 < 0.01), which means the more the behavior of personnel in the hotel instills confidence in customers, the more the customer feels safe in dealing with the hotel, the more personnel in the hotel are consistently courteous with the customer, as well as have knowledge to answer the customer' questions, the more the hotel will succeed in achieving the customer's satisfaction.

The Pearson correlation coefficients between tangibles of the hotel and the customers 'satisfaction is further calculated. Results show that there is here was statistical significant positive relationship between tangibles and its variables (R= 0.885**, 0.835**, .678** respectively

with P value = 0.00, P< 0.01), which means the more the hotel is interested in having modern looking equipment, and physical facilities at the hotel are visually appealing, as well as the personnel at the hotel are smart appearance, the more customers will be satisfied.

Moreover, the Pearson Correlation coefficient was also calculated to measure the relationship between the empathy of the staff and customers' satisfaction. Results showed that there was statistical significant positive correlation between empathy and its variables (R= 0.45**, 0.238**, 0.721**, P value= 0.00, 0.004, 0.00 respectively, P= < 0.01), which means that when the staff is interested in serving customers in a way which exceed their expectations, it will lead to customers' satisfaction. Moreover, when employees suffer from lack of information needed, empowerment, motivations, training programs, and teamwork spirit, this will lead to unqualified staff. Besides, job dissatisfaction will negatively affect service quality and consequently create dissatisfied customer.

The relationship between reliability, responsiveness, assurance, and tangibles using Pearson correlation will also be investigated in table 5.

Table (5): Correlation between reliability, responsiveness, assurance, tangibles

		Reliability	Responsiveness	Assurance	Tangibles
Responsiveness	R	.425**			
	P value	.000			
Assurance	R	-.072	-.146		
	P value	.391	.082		
Tangibles	R	.194*	.186*	.224**	
	P value	.021	.026	.007	
Empathy	R	.191*	.230**	.461**	.352**
	P value	.023	.006	.000	.000

** Correlation is significant at the 0.01 level *. Correlation is significant at the 0.05 level.

There was statistical significant correlation between reliability and both responsiveness and tangibles (P < 0.05), as well as a statistical significant correlation between tangibles and both responsiveness and assurance (P< 0.05), while there was no statistical significant correlation between assurance and both reliability and responsiveness (P> 0.05). Finally, there was statistical significant correlation between empathy and reliability, responsiveness, assurance as well as tangibles (P< 0.05). This implies that there is a relationship between assurance, responsiveness, empathy, tangibles, and reliability which will in turns affect customers' satisfaction.

6. Findings

In terms of analyzing the questionnaire of the employees indicates that the majority of employments in hotel industry are young people, and subsequently most of them have less than 10 years as years of experience.

Concerning hotels' management, it doesn't deal with the entire staff as an important and essential element in fulfilling tasks and achieve goals. Moreover, the management doesn't make efforts to satisfy the staff using motivate positive changes which lead to high level quality service indirectly. The majority of respondents didn't feel the team spirit in the work environment, which clarifies that the management doesn't interest in TQM because the team work is one of the elements of its implementations in order to achieve its goals and objectives. In addition, employees are not satisfied with the information they receive which confirms that the

management doesn't consider the staff as an important element in executing tasks successfully and achieving objectives. Similarly, employees are dissatisfied with the compensation they received; they also suffer from achieving a balance between their private life and their work, which represent a crucial element in achieving service quality.. Finally, the majority of respondents refused to choose the same career, which is a logical result of job dissatisfaction. The relationship between the employees' satisfaction and the customers' satisfaction have been proved, which means the more the employees satisfied with the work environment, the more the customers will be satisfied with the service quality they received and that will lead to high profitability.

Concerning job stress, moderate cases were the most frequent by severe, this means that there is a kind of mismatch between the demand of the job and the resources and the capabilities of the employees such as lack of communication between the management and the staff, lack of information needed, lack of empowerment, lack of training, the amount of hours worked and work life balance which will decrease productivity, more expenses, high employees turnover which will lead to reduce job satisfaction and thus affect the service quality.

On the other hand, concerning customers' questionnaire, the majority of respondents are dissatisfied with the service reliability that may be due that employees suffer from lack of empowerment or lack of information they received or may be because the management is not aware enough of the problems that the employees faced, as well as the lack of qualified staff members which may be due to the lack of interest in training programs. In addition, about 79% of respondents are dissatisfied with staff's responsiveness, which means that the management doesn't interest in customers' problems and needs as well as in the qualifications of the staff through assessing their works, needs or problems. Concerning assurance, 85.9% of respondents are dissatisfied which refers that management doesn't interest in applying the customer focus which is one of the TQM elements. Similarly, customers were dissatisfied concerning tangibles as well as the staff' empathy which also confirms that management doesn't interest in customer focus concept.

7. Conclusion and Recommendations

In the hotel industry, it is difficult to study quality because of the nature of the product/service that a hotel offers its customers. Based on the empirical study, we can conclude that the hotel industry is way behind in terms of approaching TQM for two reasons; first, hotel managers have not yet realized the importance of TQM. Second, lack of interest of the TQM elements in the implementation such as recognition and rewards to motivate employees to be better, training, building team works which make all people involved in a process working to achieve a common goal which is customers' satisfaction, and empowerment which is an important element in accomplishing tasks quickly, substantially realizing the importance of the human factor in the management of quality in hospitality.

Moreover, analysis showed that there is a relationship between the management interested in applying the TQM criteria and the employees' satisfaction which will achieve customers' satisfaction and will affect positively the hotel's profitability. Therefore, Managers should focus on the quality culture and evaluate the effectiveness of the current TQM practices. Moreover, they should emphasize continuous training and education, because, the entire workforce must acquire new knowledge, skills and abilities. Hotels' managers should further create service culture based on making employees that they are essential part of the hotel through treating them as their own customers.

In addition, management should provide employees more empowerment which will help them to find a quick solution to the problem they faced with the customers. Moreover,

management should interest in training program to improve their employees' skills. Finally, the management should help their employees to have a balance between their work and their private life. In another hand communication forms a fundamental aspect of organization's cultural change because involving all employees has a great importance in achieving organizational goals through sharing the vision with them, and leaders become responsible for making them motivated, satisfied, and willing to improve themselves.

For a quality improvement program to be successful, the commitment to total quality must encompass a whole workforce who must be encouraged to participate actively in achieving continuous improvement. Moreover, managers and employees should review their services design at regular interval through a customer feedback system which helps the organization to discover the customer satisfaction, determine opportunities for improvement and analyze complaints to eliminate the root cause. Further, they should update their current specifications as per the customer expectations.

Ensuring your staff listen to, act professionally and empathize with the customer which is an important key element of any customer retention strategy, and understand what a customer wants from their conversations.

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