THE INTRODUCTION OF A TOTAL QUALITY MANAGEMENT CULTURE IN HOTELS

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THE INTRODUCTION OF A TOTAL QUALITY MANAGEMENT CULTURE IN HOTELS

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DEDICATION

To Allah, the most merciful, the most Compassionate

To Prophet Muhammad (PBUH)

To my dearest Parents

To my beloved wife

To my angel and little boy

To my brother and sister

I wouldn't be

what I am

without you

ACKNOWLEDGEMENTS

ABSTRACT

This qualitative research study explores how TQM is approached in 5-star hotels and develops an integrated model to support the introduction of a TQM culture to 5-star hotel operations. Chapter two critically reviews literature related to quality, quality management and the introduction of a TQM culture. Chapter three presents critically reviews literature related to hospitality and the introduction of a TQM culture to 5-star hotel operations and develops a conceptual framework. The framework is then tested in through empirical research.

A multiple case study approach was adopted involving document analysis and semi-structured interviews with managers and staff members in 5-star hotels to explore how hotel managers, HR managers, and staff approach quality management in 5-star hotels. Interviewees included hotel operations managers and staff members and the interview schedule explored: how hotel managers and staff define quality; major quality barriers that hotel managers and staff face; sources of information that hotel managers and staff need to deliver quality; how hotel managers approach quality management processes in their hotel operations.

Critical success factors (CSFs) relating to the introduction of a TQM culture in 5-star hotel operations were identified. CSFs were teams, leadership, staff empowerment, communication, training, and customer focus. Additionally staff suggestion and reward schemes were identified as CSFs for the introduction of a TQM culture in 5-star hotels.

To compare the TQM approach adopted in 5-star hotels with theoretical perspectives cross- case and cross-participant analyses were conducted to identify the difference in approaches between cases and between hotel managers and staff. The thesis concludes with the presentation of an integrated model to underpin the introduction of a TQM culture in 5-star hotel operations based on the way hotel managers and staff approach TQM and the actual information sources and quality management processes used in 5-star hotel operations.

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List of abbreviations

Abbreviation	Explanation
HMOS	Hotel Member Of Staff
HOM	Hotel Operations Manager
HR	Human Resources
ISO	International Standardization Organization
QBS	Quality Brand Standard
QMS	Quality Management System
SPC	Statistical Process Control
TQM	Total Quality Management
UK	United Kingdom
OQP	Operational Quality Planning
SQP	Strategic Quality Planning
QFD	Quality Function Deployment
MBNQA	Malcolm Baldrige National Quality Award
EFQM	European Foundation for Quality Management
HCBOD	Hotel Chain Board Of Directors
JUSE	Union of Japanese Scientists and Engineers
WTTC	World Travel and Tourism Council
PMS	Property Managements System
LSOP	Local Standards of Operations
HOD	Head of Department
F&B	Food and Beverages
AA	the Automobile Association
RAC	the Royal Automobile Club
CSF	Critical Success Factor
GCS	Guest Comment Survey
CAQDAS	Computer Assisted Qualitative Data Analysis Software

1. RESEARCH OVERVIEW

1.1. Introduction

The researcher's name is Mohamed Mohsen. The researcher is an assistant lecturer of hospitality in El-Minia University in Egypt. The researcher has been involved in the hospitality industry both academically and professionally throughout the last 12 years. Academically, the researcher has a Bachelor degree in hospitality management from El-Minia University in Egypt; and The researcher have a Masters degree in the same field from Helwan University in Egypt. The researcher also has a Postgraduate Diploma in Total Quality Management (TQM) from the American University in Cairo, Egypt. During the last seven years, the researcher has been interested in the use of quality applications in the hospitality industry.

Professionally, the researcher has worked in seven 5-star hotels affiliated by four different 5-star hotel chains throughout my career (three 5-star hotels in Egypt and four in UK). The researcher was lucky to work in different hotel departments such as Food and Beverages, and Front Office. This enabled me to discover what it is like to work in each operation. My professional career has helped me experience the reality of being a hotelier, which gave me the confidence to make judgements in the theory based on the practice. As a result, the researcher aimed to use this experience throughout this research in order to help achieve the research objectives.

The term hospitality is linked to any institutions that provide food and shelter to people outside their homes (Powers and Barrows, 1999). The development of tourism and hospitality business is historically linked to the development of transportation and economic growth (Knowles, 1998). Tourism and hospitality business have generated a positive and sustainable economic impact that requires a minimum of public infrastructure investments and involvement (Gnuschke, 2007). As a result, it is very important that hospitality organizations maintain business success in order to keep supporting the economies they support.

Several definitions have been used to define quality. The major ones were: "meeting or exceeding customer needs, fitness for purpose, or conformance to specifications (Juran, 2000; Dale, 2003; Oakland, 2003; Hoyle, 2003). The importance of quality to organizations came from the importance of customers to organizations, as Jones and Lockwood (1997), Juran (2000), and Dale (2003) described that the definition of quality is basically derived from the meeting or the exceeding of customer requirements and needs which positively affects their satisfaction about the product or service offered. This would eventually have its impact on the organizations' incomes (Juran, 2000).

For organizations to sustain competitiveness and profitability, they need to target attracting new customers and also retaining old ones (Yang, 2005). This is why quality became a big concern for global organizations in different industries as these organizations became interested in improving the quality of their products and services by setting new goals, such as product features, short cycle times, and one-stop shopping (Juran, 2000). Meeting these kinds of goals requires several types of planning including quality planning dedicated towards satisfying the customers of these products and services (Early and Coletti, 2000). As a result, it is important to highlight two issues that are closely related to quality; income and costs.

To explain the relation between quality, income and costs, Juran (2000) gave the word quality two basic definitions, the first one was "the features of the products that meet or exceed customers' needs". That defintion was related to income as the main target for organizations as quality here means customer's satisfaction. The second definition was "freedom from deficiencies". That definition was related to costs as errors that occur will require will require management to recover failures. As a result, quality is believed to be related to both income and costs. Both parties can be affected positively or negatively by the level of quality practiced and vice versa.

Customers' needs are the major concern for any hospitality organization. Since meeting or exceeding customers' needs represents the basic objective for quality, therefore it is important for hospitality organizations to manage the quality of their products/services. The researcher chose hotels to represent hospitality organizations in this study due to the fact that hotels are characterized by their variety in the products/services they offer to their customers/guests. This means that it would be challenging for any hotel's management to plan and improve the quality of those products/services in order to meet/exceed their customers/guests' needs.

1.2. Research problem

There is a great deal of literature focusing on Total Quality Management (TQM), although most of this literature deals with manufacturing industries which are concerned with producing tangible products. Some focus on service industries but on sectors other than hospitality. However, there is very limited evidence in the literature that the introduction of a TQM culture in 5-star hotels is empirically researched.

The developing literature on quality management includes: quality planning (Papic, 2007); quality assurance (Blackmur, 2004); quality auditing (Goodwin-Stewart and Kent, 2006), quality control (Tang et al, 2007); (Hoyle, 2007), and quality improvement (Maiga and Jacobs, 2005).

In this context, this research points out that there is limited empirical evidence that shows to what extent 5-star hotels have approached TQM culture. The research problem raises two main questions: How do hotel managers and staff approach TQM in their hotels? What are the critical factors that can enable the introduction of TQM culture to 5-star hotel operations? The researcher conducted the multiple case study in three 5-star hotels in UK. The researcher chose to conduct the study in 5-star hotels that are run by management contracts. It is generally understood that these hotels benefit from improved quality levels and more experienced management (Hayes and Ninemeier, 2006); (Stutts and Wortman, 2006). Therefore, it is believed that 5-star hotels would have a more in-depth approach to a TQM culture than hotels in any other rating category. Another reason for choosing 5-star hotels to conduct the study on is because hotels that have this rating offer their customers more than just basic services. Therefore, customers of those hotels would have certain needs and expectations that are far more than their needs and expectations if they stay at lower rated hotels.

Hence, it is more challenging to the management of 5-star hotels to meet and exceed the needs and expectations of their customers; and therefore, managers of 5-star hotels should have a deeper approach to quality management and TQM than managers of less-rated hotels.

1.2.1. Hotel managers and staff's approach to TQM

TQM is a culture maintained by an organization that is committed to customers' satisfaction through continuous improvement based upon meeting or exceeding their customers' expectations (Kanji and Wallace, 2000). It has four main targets; satisfying customers, satisfying staff, increasing revenues and reducing costs (Godfrey, 2000). The important question is whether TQM exists in 5-star hotels or not? To answer this question, the researcher had to break it down to five main questions. First, how hotel managers and staff perceive quality and its management? Second, what are the barriers that hotel managers and staff face when they try to deliver quality? Third, how can those barriers be overcome?

1.2.2. What are the critical factors related to the introduction of TQM culture to 5-star hotel operations?

TQM has been extensively researched by many authors in the last 20 years. Several authors have tried to develop TQM models and instruments, and to identify the culture's critical success factors that organizations can use as a means to integrate TQM culture within their operations. The most widely recognized model of TQM that was empirically researched is developed by Saraph et al. (1989).

Similar approaches have been used by other authors such as Powell (1995), Tamimi (1995), Mohanty and Lakhe (1998), Kanji and Tambi (1999), Agus et al. (2000), Parzinger and Nath (2000), Zhang (2000), Dale et al. (2001), Fynes and Voss (2001), Rahman (2001), Wali et al. (2003), Sureshchandar et al. (2001), Chinen (2002), Sureshchandar et al. (2002), Baidoun (2003), Sila and Ebrahimpour (2003), Chow and Lui (2003), and Talavera (2004). They used these approaches in order to identify critical success factors of integrating TQM culture in organizations.

Most of the previous authors' studies were conducted in manufacturing industries. Very few studies have tried to approach TQM in service industries such as Lakhe and Mohanty (1995), Mohanty and Bahera (1996), Silvestro (1998), Lemak and Reed (2000), Sureshchandar et al. (2001), and Prajogo (2005). These studies, however, were not conducted in hotels. So far, only Sila and Ebrahimpour (2003) conducted a study to explore TQM in luxury hotels. They did not, however, develop their own conceptual framework as they used the MBNQA format as the study's framework. They also explored only the managerial approach towards TQM, disregarding staff approach.

1.3. Research significance

This thesis is an in-depth analysis of the introduction of TQM in 5-star hotels. The thesis adds to the general knowledge of quality, quality management and TQM. On the practical level, this thesis contributes to 5-star hotel operations by developing an integrated model that enable the introduction of a TQM culture within hotel operations. This model can guide hotel managers who attempt to introduce the TQM culture as it enable them achieve the four objectives of TQM: increasing revenues, reducing costs, satisfying customers, and satisfying staff.

The researcher conducted the multiple case study in three 5-star hotels in UK. The researcher chose to conduct the study in three hotels that are run by management contracts. It is generally understood that these hotels benefit from improved quality levels and more experienced management (Hayes and Ninemeier, 2007; Stutts and Wortman, 2006). Therefore, it is believed that 5-star hotels would have a more in-depth approach to a TQM culture than hotels in any other rating category. Another reason for choosing 5-star hotels to conduct the study on is because hotels that have this rating offer their customers more than just basic services. Therefore, customers of those hotels would have certain needs and expectations that are far less compared to their needs and expectations if they stay at lower rated hotels.

Hence, it is more challenging to the management of 5-star hotels to meet and exceed the needs and expectations of their customers; and therefore, managers of 5-star hotels should have a deeper approach to quality management and TQM than managers of less-rated hotels.

1.4. Aim and objectives

The aim of this research is to explore how TQM is approached in 5-star hotels in order to develop an integrated model appropriate to supporting the introduction of a TQM culture to 5-star hotel operations. Therefore, six objectives were developed. They are to:

1- Critically review relevant literature related to quality, quality management and the introduction of TQM culture to organizational contexts.

2- Critically review relevant literature related to hospitality and approaches to the introduction of a TQM culture to 5-star hotel operations.

3- Explore how hotel managers and staff approach quality management in 5-star hotels.

4- Explore the critical success factors relating to the introduction of a TQM culture in 5-star hotel operations.

5- Analyze and compare the TQM approach adopted in 5-star hotels with theoretical perspectives.

6- Review and present an integrated model for introducing a TQM culture within 5-star hotel operations.

During his time working in the hotel sector in Egypt, the researcher noticed that there is a "Grand Canyon"–like gap between academic and practical knowledge. When students graduate from universities, they search for work in their field of education. When they get employed and start their professional careers, they begin to realize how big the difference is between what they learnt in college and what they practiced in reality (Kusluvan and Kusluvan, 2000). One of the main issues that were difficult for them to comprehend is quality. This could be due to lack of literature of managing quality in hospitality industry. When the researcher began working on the study in September 2005, the researcher realized that the problem is global. The researcher started off with a research methods course which helped me understand how to do a research. At the end of the course, the researcher was able to submit a research proposal that included the research's title, questions, problem, aim, objectives, and plan.

The plan was to conduct a multiple case study in three 5-star hotels in UK in order to explore how TQM is approached in 5-star hotels. The researcher started working on the first objective in June 2006. This objective was represented in the writing of the literature review, which the researcher managed to finish in January 2008. The researcher was able, and the end of this phase to develop a conceptual framework from the literature review. The researcher was upgraded to the PhD level in February 2008. After the upgrade process, the researcher then moved on to aim toward achieving the second objective, which is to identify major quality barriers in 5-star hotels and how they affect the introducing of a TQM culture.

The researcher also aimed toward achieving the third objective, which is to identify critical success factors of introducing a TQM culture in 5-star hotels. In order to achieve both objectives, the researcher had to conduct semi-structured interviews with hotel operations managers, staff members, human resources managers, and finance managers. The researcher began conducting the interviews in March 2008 until November 2008. Throughout conducting the interviews, the researcher was transcribing and then analyzing the answers in.

After conducting the interviews, the researcher managed to obtain some documents that relate to the 5-star hotels involved in the case study. The researcher then moved on to aim toward achieving the fourth objective, which is to analyze and compare TQM approach in 5-star hotels with theoretical perspectives. The researcher started working on that objective from December 2008 until February 2009. The researcher then moved toward achieving the fifth objective, which is to review and present an integrated model for introducing a TQM culture within 5-star hotel operations. The researcher started working on that objective from March 2009 until September 2009.

1.5. Research layout

The thesis consists of eight chapters as shown in figure 1.1. Chapter one introduced the study and outlined its background, setting the stage for what follows. Specifically, it has addressed the research problem and questions, stated the overall thesis aim and specific objectives, and discussed its significance.

Chapter two is concerned with achieving the study's first objective, which is critically reviewing relevant literature related to quality, quality management and the introduction of TQM culture to organizational contexts. The chapter explores quality definitions, its importance, and its major barriers identified in the literature. The chapter also explains the concept of establishing a quality management system in an organization and its requirements. The chapter then explores major processes involved in a quality management system according to the literature. The chapter then explores the concept of introducing a TQM culture, major TQM models, and empirical research of TQM.

Chapter three is concerned with achieving the second objective of the study, which is to critically review relevant literature related to hospitality and approaches to the introduction of a TQM culture to 5-star hotel operations. The chapter explores the concept of hospitality and why quality is important in the industry. The chapter takes a more in-depth approach towards hotel business by highlighting hotel operations and rating schemes.

The chapter also identifies major issues that relate to staff performance and how it affects quality. The chapter then highlights empirical research of TQM in hotels. The chapter also explores critical success factors identified in empirical research that relate to the introducing of TQM culture to hotel operations. The outcome of this chapter is a suggested TQM model that is used as a conceptual framework of the study and also a framework for the interview questions involved in the fieldwork.

Chapter four focuses on the methodological side of the thesis. It consists of two basic parts. The first part is the theoretical approach which explains the epistemological and theoretical perspectives of the research. It then goes to discuss the second part, which focuses on the practical approach and that includes the methodology and the methods selected for the research. As explained earlier in the chapter, in order to achieve the objectives of this study, the researcher adopts a multiple case study methodology in three 5-star hotels in UK. This involves using two data collection methods: semi-structured interviews, and document analysis. It also provides justification for the research design.

FIGURE 1.1: RESEARCH LAYOUT

OBJECTIVE SIX	CHAPTER EIGHT
OBJECTIVE FIVE	CHAPTER SEVEN
OBJECTIVE FOUR	CHAPTER SIX
OBJECTIVE THREE	CHAPTER FIVE
METHODOLOGY	CHAPTER FOUR
OBJECTIVE TWO	CHAPTER THREE
OBJECTIVE ONE	CHAPTER TWO
INTRODUCTION	CHAPTER ONE
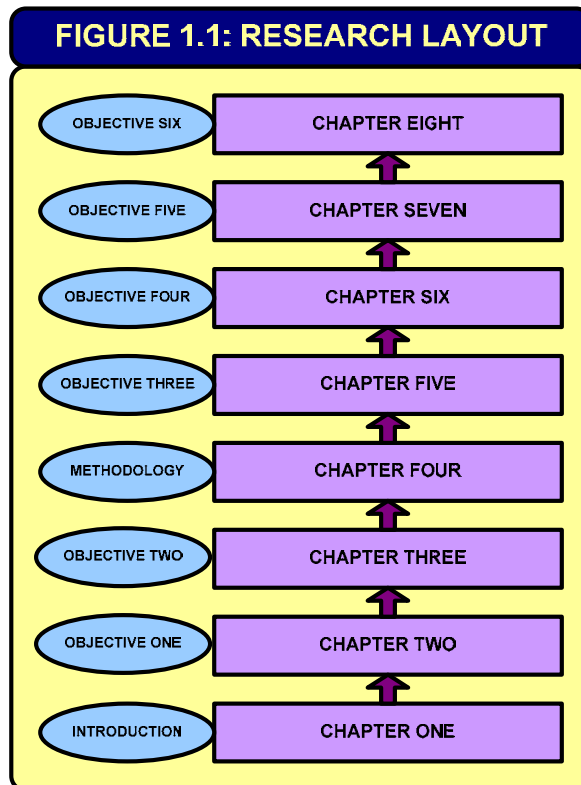
Chapter five is concerned with achieving the third objective of the study, which is to explore how hotel managers and staff approach quality management in 5-star hotels. In order to achieve this objective, the researcher aimed to explore how hotel managers and staff would define quality; to explore the major quality barriers that hotel managers and staff face; to explore the sources of information that hotel managers and staff need to deliver quality; and to explore how hotel managers approach quality management processes in their hotel operations. The data were collected through semi-structured interviews. Two hoteliers were involved in the interviews: the operations manager and a staff member as they are more involved in the operations of the hotel.

Chapter six is concerned with achieving the fourth objective of the study, which is to explore the critical success factors (CSF) relating to the introduction of a TQM culture in 5-star hotel operations. The researcher proposed a set of CSFs represented as "TQM enablers" in the conceptual framework in chapter three. In this chapter, the researcher aimed to explore how those enablers are approached in 5-star hotels by managers and staff. The information was obtained through interviewing three hoteliers: the hotel operations manager, the HR manager and a staff member.

Chapter seven is concerned with achieving the fifth objective of the study, which is to analyze and compare the TQM approach adopted in 5-star hotels with theoretical perspectives. The process of analyzing the data involved categorizing the variables. The researcher categorized the variables into four categories. Those categories have been derived from the TQM culture model that was developed from the literature review. Category A included two variables, which are quality definitions and quality barriers. Category B included one variable, which is information sources. Category C included five variables, which are quality planning, quality control, quality improvement, quality assurance, and quality auditing. Category D included six variables, which are teams, leadership, staff empowerment, communication, training, and customer focus. This chapter presents the cross-case synthesis of the case study.

Finally, chapter eight concludes the study. It is also concerned with achieving the sixth objective of the study, which is to review and present an integrated model for introducing a TQM culture within 5-star hotel operations. It also presents the major research findings and the significant contributions of the study in relation to theory, methodology and practice. The chapter also presents recommendations for further research on TQM in 5-star hotels.

1.6. Summary

This research is aimed towards testing the introduction of Total Quality Management in 5-star hotels to help reduce the cost of maintaining appropriate quality levels and poor quality costs, which should eventually end up with increasing the income of these 5-star hotels. This chapter highlighted the research objectives that are targeted in order to achieve the research aim. This chapter explained how these objectives will be achieved in a systematic manner using a structured plan or agenda. This chapter also highlighted the research significance by pointing out its contribution to theory, methodolgy, and practice.

2. Total Quality Management (TQM)

2.1. Introduction

Quality is a degree of excellence but it does not mean perfection (Hoyle, 2007). It is used in many organizations in advertising and promotional material directed at their customers and is used basically to signify the excellence of a product or service (Oakland, 2003); it is also found in standards of performance manuals directed at their operational and supervisory staff (Jones and Lockwood, 1989). This means that quality reflects the relation that links the organization with both customers and staff.

Organizations in different nations have used quality strategically to achieve certain targets: winning customers, sealing business resources or funding, and being competitive (Oakland, 2003). In order to reach these targets, organizations begin by establishing their "vision", along with their policy and goals. Then they seek the conversion of goals into results through managerial processes (Juran, 2000). Within an organization, quality can be affected by management, staff, materials, facilities, processes, and equipment. The manager must be able to identify and manage these aspects to achieve quality. Once a strategy is developed, communicated, and the key variables affecting quality understood, the conversion of goals into results could take place (Rawlings, 2008). This chapter is aimed at critically reviewing relevant literature related to quality, quality management and the introduction of TQM culture to organizational contexts; which is the first objective of this thesis.

The first section introduces the chapter and identifies its objective. The second section is aimed at identifying the concept of quality. It explores major definitions of quality, its importance, and its major barriers. The third section is aimed at exploring the key aspects of establishing a quality management system. It identifies the need to establish such a system and the major input that is required for it. The fourth section explores the major processes involved in a quality management system. It identifies the key issues that are associated with every process. The fifth section is aimed at exploring how TQM culture is introduced in an organization. It identifies the concept of TQM, explores the various approaches and models of TQM. It explores the major empirical research studies that were conducted in TQM. The sixth section summarizes the chapter.

2.2. Understanding quality

2.2.1. Defining quality

Quality has been given several definitions by many authors. Crosby (1984) defined quality as "conformance to specifications". Juran (2000) defined it either as "fitness for purpose or use", or "freedom from deficiencies". Jones and Lockwood (2004) explained it that service providers do not provide the best of what they have, but provide the best customers can consume. This definition from their point of view implies that the function of quality is dependent upon the financial abilities of the customers.

Oakland (2003) and Rawlings (2008) also used the customer in their definition of quality as they defined quality as "meeting customer requirements". Here they point out that the element of the customer's financial ability is not as important as satisfying the needs of the customer. In the same way, the British standards' definition for quality was "the totality of features and characteristics of a product or service that bear on its ability to satisfy state or implied needs of customers" Oakland (2003). These needs then become a series of expectations in the customer's mind. If these expectations are met or exceeded then the customer will be satisfied and will have had a quality experience. The international definition of quality is "the degree to which a set of inherent characteristics fulfils requirements" (BS EN ISO9000, 2000, cited in Dale, 2003:4).

Those definitions reflect three features of quality. First, quality is concerned with satisfying customer needs. Second, quality is concerned with meeting the requirements of organizational standards. Third, quality is concerned with freedom from defects. The majority of authors involved in the quality literature have focused on the element of meeting or exceeding customer needs in their quality definitions. This reflects how important the customer is to the quality organization.

2.2.2. The importance of quality

When the board of directors of a particular organization considers supplying any products/services, there are two fundamental factors that determine their profitability: customers and competition. Customers require products/services of a given quality to be delivered by or be available by a given time and to be of a price that reflects value for money (Hoyle, 2007). Hence, quality has become a key strategic variable in organizational efforts to both satisfy and retain present customers and also to attract new customers and thus, business success (Lewis and Clacher, 2001).

This can be achieved by improving performance in reliability, delivery, and price (Oakland, 2003) and this would eventually increase the profitability of the product/service (Hoyle, 2007). As a result, quality has become a common target rather more readily than other desirable aims like productivity or profit simply because everyone understands its importance and can identify with it (Dale, 2003). It should also be added that staff may create another motive for organizations to adopt quality because if the customer is satisfied, the employee will also be satisfied as he/she will deliver the product/service in a high standard.

The second factor that determines the profitability of a particular product/service is competition. In an increasingly competitive and international marketplace, quality is seen as providing the edge of competitive advantage (Lockwood et al., 1996) by assuring customer loyalty and therefore it is the best defence against foreign competitions (Munro-Faure and Munro-Faure, 1992).

Customer loyalty had several commercial advantages because customers are normally easier to retain than to acquire; also because the longer the relationship with the customers, the higher the profitability because loyal customers are committed to spend at chosen service supplier much more (Oakland, 2003).

From the above, quality is a driver for both factors (customers and competition). This means that quality is the key to achieve organizational financial objectives in terms of achieving customer satisfaction and sustaining position in marketplace.

Organizations, however, face some pressures when approaching quality due to several reasons (Baum and Ram, 1999). First, suppliers or customers may encourage organizations to take up quality systems. This can be due to the increased awareness from customers about products/services in any particular industry. Second, regulatory bodies and legislations can impose requirements on companies in the conduct of their business. For example, many organizations in UK tend to advertise in media that they are using quality systems (i.e. ISO 9000 standards) such as Derby Homes, Surrenda Link, Quintel, and Millbrook Industries Ltd (www.qmuk.co.uk). Third, the parent company itself may stipulate requirements for divisions or subsidiaries to follow.

From the above it can be implied that quality can form a massive pressure on any organization, especially in service organizations. This is because in manufacturing industries, the distance between the point where the product is produced and the point where it is consumed by the customer is quite long. As a result, managers of manufacturing organizations have enough time to check the quality levels of the products they produce and eliminate any most failure before the product reaches the customer, i.e. car manufacturing organizations. On the other hand, in service organizations, the distance between the same points is quit short. As a result, managers of service organizations would find it difficult to monitor the quality levels of their services before they reach their customers; not to mention the focus will be on monitoring people who deliver the service and that is normally more difficult than monitoring machines, for example.

In addition, the existence of the human factor, especially those in deep contact with customers, makes the levels of services vulnerable to human errors. That's why hotel industry is in consistent need of quality and that should have an impact on the way hotel manage their operations internally.

2.2.3. Quality barriers

Statistics have shown that 40-70% of quality problems stem from poor design (Tang et al, 2007). The key for organizations to survive is quality, which is why organizations have to meet the requirements of their customers in the planning, designing, producing and delivering processes of the products/service (Tang et al, 2007). There are always some barriers that stand in the way of achieving quality targets (Rawlings, 2008).

Early and Coletti (2000) explained this barrier in what they called "Quality Gaps" as shown in figure 2.1. They have indicated that the reasons behind these gaps can be summarized in five smaller gaps. The first gap refers to the lack of understanding of what the customer needs are. The second gap refers to the failure to design a product or service that meet those needs. The third gap refers to the lack of process capability by which the product is produced or service is delivered. The fourth gap refers to the deficiencies in the methods used to control, monitor, or operate these processes. The last gap, which is the perception gap, also arises from the failure to understand the customer's perception of quality and customer's needs. The quality gaps figure shows that failing to meet customer needs can exist during any of phases of production/delivery of the product/service.

FIGURE 2.1, QUALITY GAPS
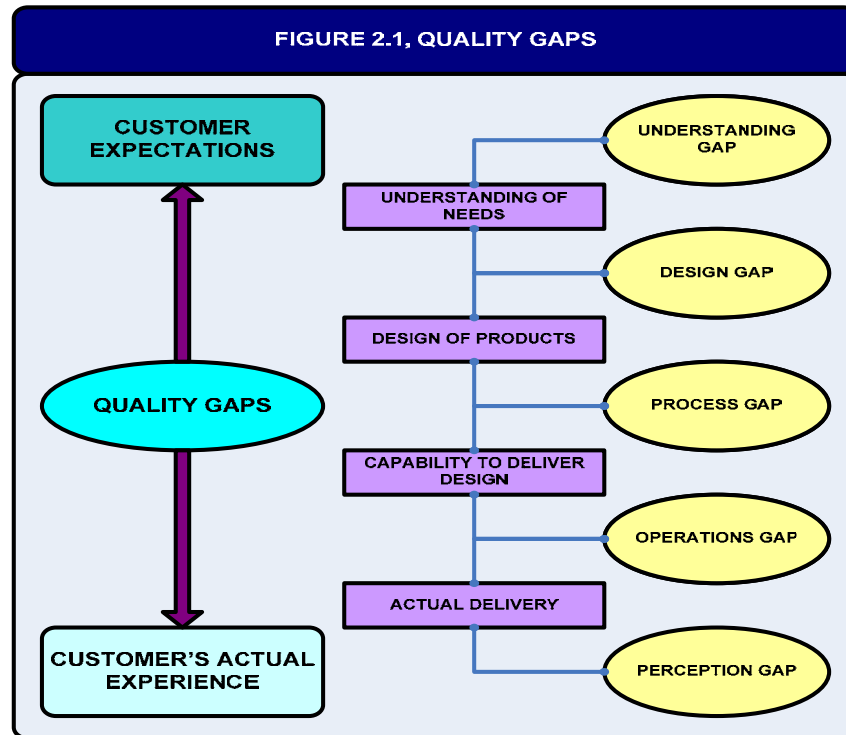
Adopted from (Parasuraman et. al, 1985, cited Early and Coletti, 2000)

In comparing those quality gaps in both manufacturing and service industries, it appears that those gaps are larger in size in service industries than in manufacturing industries for several reasons. First, in the service industries is always difficult to identify customer needs in a particular service as the quality perceptions of customers about services differ from one person to another. In manufacturing industries, however, it is less difficult as the product can be designed based on particular tangible features that customers need in a product. Second, monitoring people is more difficult than monitoring machines. Unlike manufacturing products, the process of delivering services counts mostly on people who provide service to customers. Third, people who deliver the services may also have different perspectives of the quality of the services they offer even if they all had the same training programmes.

2.3. Quality Management System (QMS)

2.3.1. The concept of a QMS

Juran (2000) suggested that as much as 85% of quality problems are management problems. This is because managers have the authority and tools to correct most quality problems. As a result, quality-focused organizations use the systems approach to reduce the occurrence of these problems (Rawlings, 2008).

Approaching quality management should start with the construction of a QMS. A QMS is a system like any other system that includes a set of process which transforms inputs into outputs. A QMS is defined in BS EN ISO 9000 (2000) as a management system to direct and control an organization quality-wise (Dale, 2003). This definition was general and inclusive to all quality-related processes applied by an organization. It did not, however, include details about systems involved in directing and controlling the organization, like quality planning. The International Standardization Organization (ISO) defined QMS in more detail as the organization's structure for managing its processes that transform inputs of resources into products/services to meet organization's objectives, customer's requirements, and applicable regulatory requirements (Fouayzi et al., 2006). This definition is clearer about the purpose of the QMS as it divides it into two main phases: inputs and outputs to meet organizational targets. It is still not clear about what is meant by "resources" and whether it is inclusive or particular on a specific input.

2.3.2. The purpose of establishing a QMS

An appropriately established QMS should enable the organization to achieve organizational objectives (Oakland, 2003). The main purpose of a QMS is to establish a framework of reference points to ensure that whenever a process is performed the same information, methods, skills and controls are used and applied in a consistent and efficient manner. Hence, a QMS helps to define clear requirements, communicate policies and procedures, monitor work performance and improve teamwork within an organization (Dale, 2003). It also helps organizations to control and improve process and product quality (Turusbekova, 2007).

Fouayzi et al. (2006) proved that adopting QMS in the food industry is beneficial for organizations from different perspectives. It drives improvements in product traceability, product quality and the quality of data available for decision-making. It also reduces several undesirable characteristics such as product failures, customers' complaints, and warranty claims. Despite the presence of such positive results in adopting QMS in organizations, their staff may not always appreciate the adoption of such systems and sometimes fail to comply with their rules and changes (Turusbekova, 2007).

2.3.3. QMS inputs

Information is the most important input in a QMS. In quality-focused organizations, managers need information to answer questions like; what are our customers' needs? How well is the organization meeting those needs? What might our competitors do next (Redman, 2000)? In some organizations, information about customers is vital to identify their needs and to assist communication, planning and monitoring processes. The effectiveness of the management of customers' relationships depends mainly upon how much information do organizations hold on their customers. Information on staff is as important to facilitate the processes of staff quality improvement (Oakland, 2003).

Due to the fact that managing and improving quality are continuous processes, the flow of all quality-related information should be continuous as well. Hence, it is time consuming, expensive and difficult to obtain needed information for quality purposes. Processing quality-related information would involve obtaining, sorting, and understanding data and information. Measurement is a critical step in obtaining information as it involves the collection of raw data (Redman, 2000). The importance of information comes from the extensive and essential managerial need of making the right decisions and taking better actions (Redman, 2000).

In order to run a QMS appropriately, three sources of information were identified as most effective to the introduction of a TQM culture in an organization. Those sources are Quality Brand Standard (QBS), quality manual, and organizational strategies. Quality standards communicate information about the features and attributes of a product/service in an organization to managers, staff, and suppliers (Ponte and Gibbon, 2005). A quality manual is a set of procedures that explain and simplify quality-related activities in an organization (Juran and Godfrey, 2000). Quality strategies are means to achieve the vision of the organization. They define the critical success factors of the organizational product/service such as price, cost, value, technology, market share, and culture, which the organization must pursue (Defeo, 2000).

2.4. Managing QMS processes

2.4.1. Introduction

In any system, any organizational objective would be achieved only when related sources and activities are managed as a process. All work is a process because it uses resources (inputs) to perform actions that produce results (outputs). An effective process would be the one that transforms the inputs of a system into outputs that are targeted by the organization (Hoyle, 2007). Managing quality involves several processes that are designed to achieve organizational targets. Those processes include quality planning, quality control, quality improvement, quality assurance, and quality auditing (Hoyle, 2007).

2.4.2. Quality planning

Quality planning might be a department or section in some organizations either within the quality departments or within production or operations planning (Hoyle, 2007). It is described by Early and Coletti, (2000) as a structured process that is aimed at developing products and services in order to ensure that customer needs are met by the result. Although their definition is an emphasis upon customer requirements as the main factor for any quality planning process, it does not point out the other important factor which is the organizational requirements which are aimed normally at increasing sales and revenues.

Early and Coletti's definition also was not clear about whether it is a one-off or a continuous process. This was clarified by Oakland (2003) who described the main goal of quality planning is to accomplish zero errors in the product/service offered as part of a strategy of continuous improvement process.

The importance of the quality planning process relates to the fact that it is concerned with allocating the organization's resources and aligning its objectives and this helps management to focus on a few key elements in their strategic plan and coordinate efforts across the entire organization to deliver changes (Rakich, 2000). Oakland (2003) also agreed that quality planning is important to the organization as it is a basic requirement for effective quality management.

This was also asserted by Beecroft (1999) who emphasized that quality planning focuses on results, but it would be better for the organization to focus on the processes that produce the results as this would lead to improving the processes and eventually to achieving better results. He also emphasized that a successful quality planning process should involve all departments of the organization.

By applying these basics to implement a quality planning process for a hotel service, i.e. selling accommodation, it will be clear that all operational departments can be involved in the process for the good of the service. This will enable them to function as a complete system to achieve targets and meet customers' requirements.

The entire operation involves marketing and sales department, front office department, housekeeping department, food and beverages department, maintenance department, and recreation department. If all of these departmental teams work together towards achieving one goal i.e. zero errors, this would lead to satisfying the needs of the organization, staff and customers. The main problem for quality planning, according to Early and Colletti (2000) is represented in the quality gaps, which were discussed earlier in this chapter. This means that for quality planning to be successful in a TQM organization, managers should cover all these areas in their planning. An appropriate method to overcome the problem of filling those five gaps is the formation of quality teams.

To overcome quality gaps, Early and Coletti (2000) suggested that the organization should action a six-phase plan. First, it should establish projects by identifying which areas need to be developed and assigning a project team for each area. Second, it needs to identify its customers internally and externally. Everyone inside or outside the organization can be a supplier, processor or customer. Third, it needs to discover its customers' needs and translate them into its own language and then establish units of measurement for them. Fourth, organization needs to develop the product/service by determining the features that will benefit the customer. Fifth, it should develop the process that will be used to deliver the product or service, on a continuing basis, by establishing its features, capability and targets. The last phase is to develop process controls by identifying controls needed and establishing audit.

Quality planning can either be strategic or operational. Strategic quality planning (SQP) is concerned with establishing the long-range goals of the organization, its vision, mission, values and the means to reach those goals. Whereas, operational quality planning (OQP) is concerned with establishing product/service targets and the means to reach those targets (Hoyle, 2007). The OQP may be helpful to hotel managers in terms of designing product/services. These targets would normally be established based on the requirements of the hotel guest. For example, hotel managers may establish a WIFI in-house service in order to meet the requirements of business guests who prefer to use the internet using their own laptops rather than using the hotel's business centre.

The SQP process involves achieving several objectives such as developing a quality strategy, establishing organizational objectives, identifying specific quality initiatives and implementing action plans (Beecroft, 1999) that should have a ten-year horizon in order to ensure that the principles of TQM are firmly rooted in the culture of organization (Dale, 2003). These objectives can be accomplished using several methods such as cost-benefit analysis, benchmarking, and quality function deployment (QFD) (Kanji and Asher, 1996).

Kanji and Asher (1996) defined cost-benefit analysis as a simple technique that involves estimating and evaluating all costs associated with implementing a particular project under consideration, and comparing them with the expected benefit. It basically enables a problem-solving team to make a case for a solution being adopted. The outcome would be convenient to hotel managers with regards to designing new product/service as it helps answering financial questions about cost and profit of the proposed product/service.

It would, however, be more convenient if it is applied by teams consisting of lower level staff and there direct supervisors as they are usually in deeper contact with hotel guests in day-to-day business which enables them to accurately identify cost figures about the new product/service.

On the other hand, benchmarking is an ongoing planning, research and learning process that ensures that the best practices are uncovered, adopted and implemented by the organization. It enables managers to perform company-to-company comparisons of processes and practices to identify the best of the best and to attain a level of competitive advantage (Camp and De Toro, 2000). It can be: internal, competitive, or comparative. Internal benchmarking between functions, departments or a similar organization aims at optimizing process performance by removing errors.

Competitive benchmarking which is a cross-comparison within one industry sector aims at establishing best practice through the identification of gaps between the organization's and its competitors' performance on a product, functional, departmental or, company-wide basis. Comparative benchmarking is a comparison across all business sectors aimed at establishing best practice in all areas of operation (Kanji and Asher, 1996). This method can easily be practiced in hotel but more related to upper management. It can be very useful if used to determine the feasibility of a product/service, already present in other departments, hotel, or even other organizations from other industries.

Quality Function Deployment (QFD) is a technique (Kanji and Asher, 1996), a methodology (Dale and Ferguson, 2003), a system (Oakland, 2003) and a process for planning a product quality-wise by developing and producing new products/services (Papic, 2007).

It is planned by translating information sourced from customer requirements, functionality, costs, capital and reliability into company requirements. The technique can be used in research, product development, engineering, manufacturing, marketing, and distribution areas. It can be used as a tool to determine the level of customer satisfaction towards the new product/service (Oakland, 2003). The method of QFD can enable the organization to improve its products/services and work processes up to the degree which exceeds the customers' expectations (Papic, 2007).

2.4.3. Quality control

Controls prevent change and when applied to quality they regulate performance and prevent undesirable changes being present in the quality of the product/service being delivered (Hoyle, 2007). Quality control is the second managerial process in Juran and Godfrey's (2000) trilogy. They defined quality control as a universal managerial process for conducting operations to provide stability to prevent adverse change by evaluating actual performance, comparing actual performance to goals and taking action on the difference. Similarly, Brilis and Lyon (2005) define quality control as the overall system of technical activities that measure the attributes and performance of a process, item or service against defined standards to verify that they meet the state requirements established by the customer. Both definitions referred to quality control as a managerial process that is applied after a certain process is completed. It should be disputed that quality control can also be applied during some processes not just after their completion.

Appropriate quality levels demands that organizations managers switch on quality control at an early stage in the product/service lifecycle (Tang et al, 2007). Nevertheless, to ensure the effectiveness of quality control, it should be integrated into all the organization's operations which leads to Total Quality Control as implied by Ishikawa (1985). Jones and Lockwood (2004) agreed that it should be totally integrated through several stages; designing quality level, setting product standards, checking output conformance, checking process conformance and then correcting non-standard outputs**.** That expression recently expanded to include subcontractors, suppliers, distribution systems, and affiliated companies. The main objective of quality control is to maintain quality improvement and increase productivity and customer satisfaction in all departments in order to increase market share (Pujo and Pillet, 2002). This integration raises the question of whether the employee is capable of monitoring him/herself in a way that can achieve organizational targets or not.

Quality control can be applied to particular products, to processes that produce the products or the output of the entire organization by measuring the overall performance of the organization (Hoyle, 2007). In this sense, several techniques can be used as part of a quality control process. Oakland (2003) has quoted statistical process control (SPC) as an essential technique used in quality control. It helps management to determine whether the process is capable of meeting the requirements; determine whether the process is meeting the requirements at any point in time; and make accurate adjustments to the process or its inputs not meeting the requirements.

In addition to SPC, other tools and techniques have proved to be beneficial to quality control. Pareto analysis highlights the fact that most problems come from few causes (Dale and Shaw, 2003). It is used to separate the most important causes of a problem and also to identify the most important problems for a team to work on. Others tools include the Deming Wheel and cause and effect analysis (Kanji and Asher, 1996).

Juran and Godfrey (2000) identified six main stages of the quality control process. In stage one, each failure of product/service becomes a control subject that is chosen to fix/maintain. In stage two, measurement means are established to measure the actual performance of the process or the level of quality of product/service. In stage three, a standard of performance is established for each control subject as a quality goal. In stage four which is the critical step, the actual performance of the product/service or the process is measured. In the fifth stage, the actual quality performance is compared against the quality goal. In the last stage, action is taken on the difference between the quality goal and actual performance.

2.4.4. Quality improvement

Quality improvement is defined as the organized creation of beneficial change (Juran, 2000). It is an organized approach to planning and implementing continuous improvement in performance. Quality improvement organizations emphasize continuous examination of work processes in their operations by teams of organizational members trained in basic statistical techniques and problem-solving tools. Team members are empowered to make decisions based on their analysis of data (Alexander et al., 2006). They are also empowered to make sure that the employees know where they are expected to achieve and focus their efforts on (Doyle, 2002). That's why the presence of teams, leadership and staff empowerment, as discussed earlier in the chapter, is important to achieve quality improvement.

Quality improvement increase profitability (Maiga and Jacobs, 2006). As a result, TQM organizations are continuously engaged in a process of quality improvement for a long period of time. They understand that TQM involves recognizing the importance of customer-focused continuous improvement that favours meeting customer needs (Dale, 2003). This is where commitment, as discussed earlier in the chapter, is essential to the quality improvement process. Juran (2000) stated that improving quality is a form of beneficial change (Juran, 2000), which can involve improving product/service features, improving staff performance, and/or eliminating defects (Hoyle, 2007).

2.4.5. Quality assurance

Quality assurance is a system that has one job to do which is monitoring any activity that is critical to the quality of product, service or process. Finding and solving a problem, after the occurrence of a non-conformance, is not an effective route towards eliminating the root causes of a problem. A lasting and continuous improvement in quality can only be achieved by directing organizational efforts towards planning and preventing problems from occurring at source (Dale, 2003).

The contents of quality assurance are very similar compared to these of quality control. Both systems are aimed to evaluate actual quality, compare it planned or targeted quality and then stimulate corrective actions as needed. The only difference is in the main purpose to be served. On the one hand, the main purpose of quality control is to serve those who are directly responsible for conducting operations and to help them regulate current operations. On the other hand, the main purpose of quality assurance is to serve those who are not directly responsible for conducting operations but who have a need to know or to be informed as to the state of affairs and to be assured that all is well (Juran, 2000). Quality assurance activities do not control quality, they establish the extent to which quality has been, is being, or will be controlled. All quality assurance activities are post-event activities and off-line and serve to build confidence in results, in claims, in predictions (Hoyle, 2007).

Quality assurance should be integrated in the organization's processes. It should also be organization-wide to include all staff as well. It may be easy to integrate quality assurance in all areas of production/service; however, it is not as easy when it comes to aligning the staff attitudes and behaviours with quality performance. The key to this would be the commitment of staff towards themselves and the organization. This means that everyone in the organization, staff or manager, should be seen as a customer receiving products/services from colleagues (Tsekouras et al., 2002). The objective should be to get every person in the organization to take personal responsibility for the quality of the processes for which he/she is accountable (Dale, 2003).

2.4.6. Quality auditing

Quality auditing is another process in the QMS. East (1993) compared it to financial auditing to an accounting system; it is a process that is aimed at checking that is in place, is understood, and is used properly. Navaratnam (1994) described it as "a management tool used to evaluate, confirm or verify activities related to quality". In other words, it is a systematic and independent verification or evaluation process to determine whether activities and related results comply with planned operational requirements. Jones and Lockwood (2004) defined quality auditing as an independent evaluation of quality. They agreed that it is difficult to use quality auditing in hotel because the nature of the service is so complex.

2.5. Introducing TQM

2.5.1. The concept of TQM culture

The highest level of managing quality is TQM. Rawlings (2008) has defined TQM using its own term. Total means that everyone in the organization is involved in the final product/service for the customer. Quality must be defined in a way that is understandable, subjective, and measureable for everyone in the organization. Management means that TQM should start from the top level of the organization's hierarchy; and it is only management that is responsible for communicating TQM to the entire organization's staff. Management also refers to the continuous improvement of quality.

The BS EN ISO 9000 (2000) described TQM as both a philosophy and a set of guiding principles form managing an organization to the benefits of all stakeholders. Since quality has become one of the most important factors in global competition today, in order to meet that challenge, many businesses have invested substantial resources in adapting and implementing TQM (Dilber et al., 2005) because it reduces costs and increases customers' satisfaction (Horngren et al., 2006).

TQM is an approach that helps improving the competitiveness, effectiveness and flexibility of a whole organization. It is a way of planning, organizing and monitoring each activity, and depends on each individual at each level. It involves the application of quality management principles to all aspects of the organization, including customers, suppliers, and staff.

It requires that the principles of quality management 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 and in order to be successful in promoting organization efficiency and effectiveness (Rawlings, 2008).

2.5.2. Adopting TQM culture

According to Dale (2003) there are a number of approaches that organizations can adopt in order to integrate TQM culture. The first approach is through the use of TQM principles that come in the form of guidelines. The second approach is through the use of consultancy packages, which provide the organization's management with step-by-step plans. The third approach is through the use of methods outlining the wisdom of quality gurus (such as Crosby, Juran, and Deming). The fourth approach is through the use of self-assessment methods such as the MBNQA model and the EFQM model. The firth approach is through the use of non-perspective methods in the form of a conceptual framework or model.

The adoption of some of the previous approaches would be associated with some difficulties and issues. Every organization should choose the approach that mostly fit with its type of operations, culture, and staff. The difficulty with the first and third approaches is that those guidelines may not be comprehended by all managers and staff depending on their levels of education.

As a result, extensive training and education programmes would be required. The difficulties with the second approach is that it may be expensive as it involves assigning a consultant that should be on site during the project implementation and afterwards. As a result, it would be convenient for an organization to use either the fourth or the fifth approach to integrate TQM culture in their operations.

The integration of a TQM culture in an organization is not an easy task as it involves a major change in the organizational culture. The organizational culture is the pattern of shared values, norms, and practices that help distinguish one organization from another. These values, norms, and practices provide direction, meaning, and energy for the organization's staff (Higgins et al, 2004). In terms of objectives, organizational culture change aims to improve the performance of organizations' staff through transforming values and thereby maximizing human asset utilization (Ogbonna and Wilkinson, 2003).

In order to achieve this objective, any change has to fit with organization's mission, vision and strategy. Organization's management need to know what any change programmes is going to deliver (Whitehead, 2001). This means that if a HCBOD decides to change the organizational culture to integrate a TQM culture instead, the management of the organization should be informed of the programme's objectives.

Previous research identified a range of problems associated with these culture change programmes (Ogbonna and Wilkinson, 2003); the most identified problem is the resistance of staff towards any change associated with these programmes. This is why 75% of organizational cultural change programmes in UK organizations fail (Whitehead, 2001).

According to Hoyle (2007), staff may resist change of culture of several reasons. First, staff may refuse to accept the need for change. Second, they may believe that current culture/system is acceptable and they are used to it. Third, staff may agree that change is needed but disagree as for the priorities to change. Fourth, staff may refuse change due to instability that can be an outcome of frequent changes in leadership, structure, and location. Fifth, staff may feel that a cultural change would result in too many distractions, i.e. meetings and unplanned events. Sixth, staff may refuse to change if there is no praise for achievements. Seventh, staff may believe that they do not have the abilities to meet the requirements of the change.

Communication has been suggested as a means to overcome staff's resistance to cultural change. Communication forms a fundamental aspect of organization's cultural change. It has predominantly been considered and researched as an instrument within organizations, such as a conduit of information for achieving strategic goals (Waterhouse and Lewis, 2004).

Hoyle (2007) also suggested that several drivers that organizations should have to be capable of overcoming this resistance. First, the organization should ensure that staff have a strong and visionary leader to be able to influence their approach towards the change and guide them through to meet organizational targets. Second, the organization should ensure that staff have a receptive management team to report to in case of any kind of struggle during the changing phase. Third, the organization should ensure that staff are aware of the new culture's aspects through different communication methods. Fourth, the organization should ensure that all cultural targets are well communicated to the staff. Fifth, the organization's board of directors should back the management team up and support all individuals in the organization.

Adopting TQM has become attractive to organizations world-wide for competing in the local and global markets (Pun, 2001; Pun, 2002). TQM is an approach that helps improving the competitiveness, effectiveness and flexibility of a whole organization. It is a way of planning, organizing and monitoring each activity, and depends on each individual at each level. It involves the application of quality management principles to all aspects of the organization, including customers, suppliers, and staff. It requires that the principles of quality management 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 and in order to be successful in promoting organization efficiency and effectiveness (Rawlings, 2008).

Any organization should inject its own operation with three fundamental concepts of TQM: a customer focus, continuous improvement, and value for every individual (Juran, 2000) to achieve TQM's goals: customer satisfaction, staff empowerment, reduced costs, and increased revenue (Godfrey, 2000).

2.5.3. TQM culture models

TQM has been perceived by quality gurus and quality standards associations through different models. The European Foundation for Quality Management (EFQM) issued their model for TQM as shown in figure 2.2. According to their model, TQM has got key elements that act together as enablers. These elements include people, policy, and partnerships and resources; in the presence of leadership, those elements are integrated into organizational processes. That system then leads to the organizational objectives/results that are divided into three main categories: people results, customer results, and society results. Those results combine together to form the key performance results that then can be used to highlight areas that need improvement (Oakland, 2003).

The positive points of the EFQM model are that it explores in detail specific aspects of TQM as far as staff and customers are concerned. It first simplifies the TQM system to be divided into two parts, inputs (enablers) and outputs (results). It also categorized the inputs needed for a successful TQM system into three main categories. On the same path, it categorized the outputs. On the negative side, it did not indicate the financial impact of TQM on the organization as results were only limited to people (staff and managers), customers and society.

FIGURE 2.2, EFQM

ENABLERS

RESULTS

LEADERSHIP

PEOPLE

POLICY AND STRATEGY

PARTNERSHIPS AND RESOURCES

PROCESSES

PEOPLE RESULTS

CUSTOMER RESULTS

SOCIETY RESULTS

KEY PERFORMANCE RESULTS

INNOVATION AND LEARNING
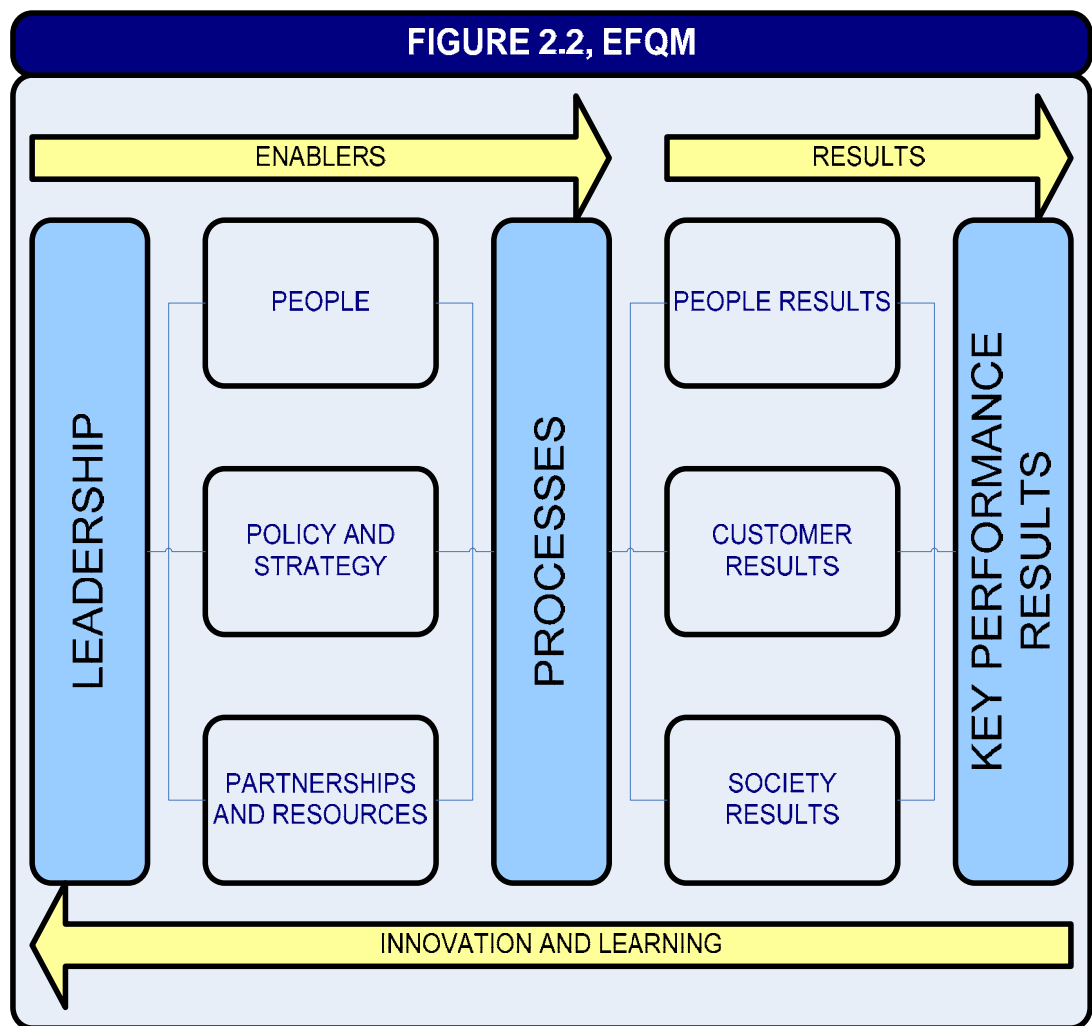
Adopted from Oakland (2003)

The Deming wheel, as shown in figure 2.3, represents the main perspectives of Edward Deming's idea about managing quality, as discussed before in section one. It basically simplifies any process inside the organization in the form of a cycle where the process is planned, done, checked and then improved. This model is, however, inclusive only to processes. It does not include any necessary inputs needed for the effectiveness of the process. It also does not show the results of the process, whether they are positive or negative.

FIGURE 2.3, DEMING WHEEL
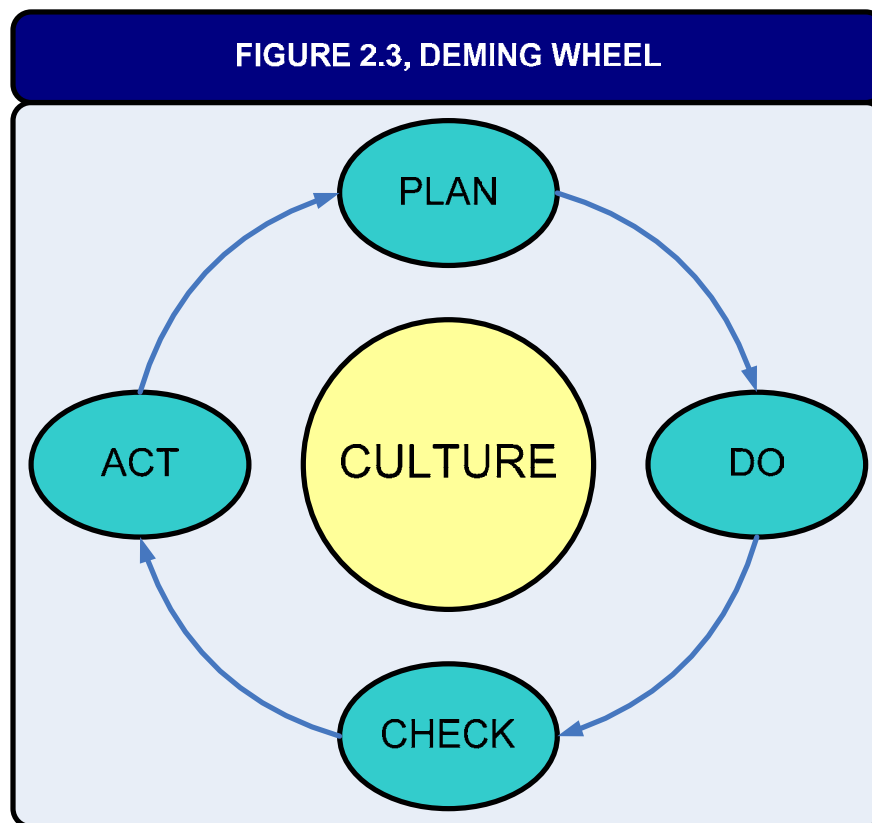
Adopted from Oakland (2003)

Oakland's model (2003), as shown in figure 2.4, explores the key issues in a TQM system: planning, people, and process. It is based on the use of the four P's (Planning, Process, People, and Performance) and the three C's (Culture, Communication, and Commitment). The four P's provide the hard management necessities to take organizations successfully into the twenty-first century. The three C's complete the model as they represent the soft outcomes integrated into the four P's framework to move organizations successfully forward. It provides a simple framework for excellent performance, covering all angels and aspects of an organization and its operation. This model did not include several elements needed for the good of the system, i.e. policies, strategies, standards and information. This model is only an organization-based model which does not show how customers of that organization will be affected.

FIGURE 2.4, OAKLAND'S TQM MODEL

PLANNING

CULTURE

COMMUNICATION

PERFORMANCE

PEOPLE

COMMITMENT
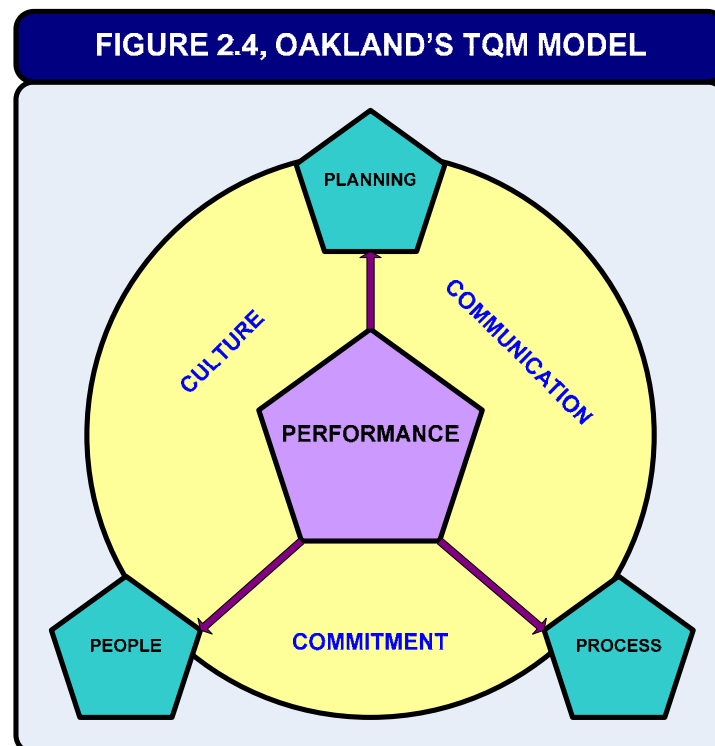
PROCESS

Adopted from Oakland (2003)

The TQM committee of the Union of Japanese Scientists and Engineer (JUSE) issued their TQM model, as shown in figure 2.5. In this model, the core of the management system of TQM consists of two main processes control and improvement. These processes include several inputs such as information and quality assurance system. With the use of customers' perceptions towards quality, management is capable of reaching its objectives which are achieved in conjunction with other benefits related to customers, staff, suppliers, stockholders and society (Juran, 2000).

This model clearly identifies key elements needed for quality control and improvement. They did not include, however, other key elements such as communication, commitment and customer-suppler relationship which all should also be beneficial to quality control and improvement as much. The model also highlighted the strong connection between achieving organizational objectives and quality objectives. It also highlights the importance of quality as a directing force for the organization to identify targets that concern other human factors related to it such as the staff, society, suppliers, stockholders and of course the customer. According to the model, those targets will have other financial benefits to the organization such as securing profits and building respectable presence.

FIGURE 2.5, JUSE'S TQM MODEL

REALIZATION OF
CORPORATE
OBJECTIVES
ATTAINMENT OF
MISSION
BUILDING
RESPECTABLE
PRESENCE
SECURING PROFITS

VISION, STRATEGY AND LEADERSHIP

CORE
TECHNOLOGY
SPEED
VITALITY

FROM THE CUSTOMER'S PERCEPTION
QUEST FOR QUALITY

CUSTOMER
RELATIONS
STAFF RELATIONS
SOCIAL RELATIONS
SUPPLIER RELATIONS
STOCKHOLDER
RELATIONS

MANAGEMENT SYSTEM

QUALITY ASSURANCE
SYSTEM

CONTROL AND IMPROVMENT

CROSS-FUNCTIONAL
MANAGEMENT SYSTEM

HUMAN RESOURCES

INFORMATION

CONCEPTS AND
VALUES

SCIENTIFIC METHODS

Adopted from Godfrey (2000)

2.5.4. Empirical research in TQM culture

TQM has been extensively researched by many authors in the last 20 years. Several authors have tried to develop TQM models and instruments, and to identify the culture's critical success factors that organizations can use as a means to integrate TQM culture within their operations. The most widely recognized model of TQM that has been empirically researched is developed by Saraph et al. (1989).

The study of Saraph et al. (1989) developed an instrument to evaluate quality management in both manufacturing and service organizations. The instrument identified eight critical factors for managing quality in a business unit. They believed that the specifications and measurements of those critical factors of quality management permit managers to obtain a better understanding of quality management practices and to evaluate the perceptions of quality management in their organizations. They also believed that these measurements can enable managers identify areas that require quality improvement. Those critical factors were management leadership, role of quality department, training, product/service design, supplier quality management, process management, quality data and reporting, and staff relations. The authors then constructed 78 measuring items for those critical factors. Those measuring items were put on a rating scale to enable managers to indicate the degree or extent of practice of each item by their business unit. This technique enabled the authors identify the extent to which the top executive assumes responsibility for quality performance.

Similar approaches have been used by other authors including Powell (1995), Tamimi (1995), Abraham et al. (1999), Adebanjo and Kehoe (1999), Mohanty and Lakhe (1998), Kanji and Tami (1999), Agus et al. (2000), Ahire and Dreyfus (2000), Al-Khalifa and Aspinwall (2000), Parzinger and Nath (2000), Zhang (2000), Dale et al. (2001), Fynes and Voss (2001), Rahman (2001), Wali et al. (2003), Sureshchandar et al. (2001), Anderson and Sohal (1999), Chinen (2002), Sureshchandar et al. (2002), Baidoun (2003), Sila and Ebrahimpour (2003), Chow and Lui (2003), and Talavera (2004). They used these approaches in order to identify critical success factors of integrating TQM culture in organizations. Most of the previous authors' studies were conducted in manufacturing industries and so, the factors that were identified better fitted with this type of organizations. Very few studies have tried to approach TQM in service industries such as Lakhe and Mohanty (1995), Mohanty and bahera (1996), Silvestro (1998), Bilich and Neto (2000), Lemak and Reed (2000), Sureshchandar et al. (2001), and Prajogo (2005). These studies, however, were not conducted in hotels.

To conclude, the critical success factors of TQM culture integration were empirically identified and analyzed in different perspectives. Figure 2.6 summarizes those factors under ten categories: management-related factors, staff-related factors, supplier-related factors, HR-related factors, customer-related factors, process-related factors, product/service-related factors, system-related factors, quality-related factors, and other factors.

FIGURE 2.6: MAJOR CRITICAL SUCCESS FACTORS OF TQM

MANAGEMENT-RELATED FACTORS	STAFF-RELATED FACTORS	SUPPLIER-RELATED FACTORS	HR-RELATED FACTORS	CUSTOMER-RELATED FACTORS
LEADERSHIP	STAFF EMPOWERMENT	SUPPLIER QUALITY MANAGEMENT	TRAINING	CUSTOMER FOCUS
COMMITMENT	STAFF INVOLVEMENT	SUPPLIER RELATIONSHIPS	EDUCATION	CUSTOMER NEEDS ASSESSMENT
	STAFF REWARDING		SPECIFIC SKILLS TRAINING	
	STAFF SATISFACTION		PEOPLE'S MANAGEMENT	
	UNION INTERVENTION		RESOURCES MANAGEMENT	
	STAFF FULFILMENT			

PROCESS-RELATED FACTORS	PRODUCT/SERVICE-RELATED FACTORS	SYSTEM-RELATED FACTORS	QUALITY-RELATED FACTORS	OTHER FACTORS
PROCESS MANAGEMENT	BENCHMARKING	TECHNICAL SYSTEMS	QUALITY IMPROVEMENT	STRATEGIES
PROCESS CONTROL	PRODUCT/SERVICE DESIGN	ANALYZING SYSTEMS	ROLE OF QUALITY DEPARTMENT	POLICIES
PROCESS IMPROVEMENT	SERVICESCAPES		QUALITY DATA REPORT	PROGRAMMES
INFORMATION ANALYSIS	SERVICE CULTURE		QUALITY MEASURES	VISION
PROCESS EVALUATION			QUALITY DEFINITIONS	INFORMATION
COMMUNICATION			PROBLEM-SOLVING	FLEXIBILITY
			CONTINUOUS IMPROVEMENT	INNOVATION
			QUALITY SYSTEM	
			CYCLE TIME REDUCTION	
			QUALITY CULTURE	
			ZERO DEFECTS	
			QUALITY ASSURANCE	
			JUST-IN-TIME	

2.6. Summary

This chapter aimed to achieve the first objective of the thesis, which is to critically review relevant literature about quality, quality management, and the introduction of a TQM culture. The chapter explored major definitions of quality. It also highlighted the importance of quality and explored its barriers. The most widely accepted definition of quality is meeting or exceeding customer needs. The importance of quality to organizations is that is tends to form the key to attracting new and attaining current customers which positively gives organizations a competitive edges in the marketplace. Although manufacturing industries and service industries approach quality in a different way, the most identified barrier of quality they both face is the presence of quality gaps.

The chapter also identified the key issues related to the establishment of a proper QMS. A QMS is a system that enables organization managers identify areas that need improvement and eliminate failures through problem-solving efforts. The chapter identified information as the main input of a QMS as it helps organization managers in the decision-making process.

The chapter explored major processes that can be involved in a QMS in any organizations. The chapter identified five processes. Quality planning enables managers to develop/design their products/services based on customer needs. Quality control enables managers to monitor the running of operations to maintain quality levels and reduce failures throughout the operations.

Quality improvement helps managers to emphasize continuous improvement of quality levels through improving product features and to reduce the cycle time of service delivery in order to increase customer satisfaction. Quality assurance enables managers to evaluate the levels of quality in a certain product/service after it reached the customer in order to continuously improve the product/service quality levels. Quality auditing enables managers to evaluate the quality levels of staff performance and how they comply with organizational standards.

The chapter explores the major issues associated with the introducing of a TQM culture within an organization. The chapter identifies the concept of a TQM culture and the major approaches to integrate a TQM culture in an organization. The chapter also explores how TQM has been empirically researched and the critical success factors that relate to its integration in an organization.

3. Quality in hospitality

3.1. Introduction

The term hospitality has recently become popular as an all-embracing nomenclature for a larger grouping of organizations including hotels (Mullins, 2001). The historical development of the hospitality industry is linked to the development of transportation, economic growth and in turn the tourism product. The industry existed to serve travellers with the provision of food, drink and shelter away from home (Knowles et al., 2004). The industry, therefore, has challenges to satisfy its customers. In the previous chapter, quality was given several definitions. The most widely used definition is meeting or exceeding customer needs. It's therefore clear that quality is one of the challenges that the hotel industry is facing.

This chapter is aimed at critically reviewing relevant literature related to hospitality and the introduction of a TQM culture to 5-star hotel operations, which is the study's second objective. The first section introduces the chapter. The second section is concerned with explaining the concept of hospitality and the significance of quality in the hospitality industry. The third section is concerned with defining hotel operations and explaining how hotels are rated. The fourth section is concerned with highlighting the importance of staff performance in achieving quality in 5-star hotels.

The fifth section is concerned with exploring empirical research on TQM in hotels. The sixth section is concerned with developing the study's conceptual framework. The seventh section summarizes the chapter.

3.2. The hospitality industry

3.2.1. The concept of hospitality

The term "hospitality" conveys an image that reflects the tradition of service that goes back over many centuries to the earliest days of inn-keeping (Jones, 2002). The World Travel and Tourism Council (WTTC) estimated that the hospitality, alongside tourism, industries, were responsible for 11% of gross domestic product, 200 million jobs, 8% of total employment, and 5.5 million new jobs per year (Clarke and Chen, 2007). In the UK, since 2002 the hotel market has increased by 17.8% to £11.5 billion in 2008. Revenue levels in 2008 decreased due to the credit crunch and the subsequent worsening economic climate both in the UK and globally (Mintel, 2004). This reflects the importance of the hospitality industry to the economy of a nation.

According to Cousins et al. (2002); Kusluvan (2003); and Powers and Barrows (2005), the hospitality industry is defined as all the businesses that provide food and beverages (F&B), and accommodation to satisfy the needs of people who are away from home. It also incorporates entertainment, leisure, travel distribution channels, and transportation.

The importance of the hospitality industry comes from two opposite parties: the server (i.e. the supplier, the employer and the employee) and the served (i.e. the customer). The hospitality industry is important from the servers' side as it creates direct and indirect employment in an economy. Direct employment is created in businesses such as hotels and F&B organizations. Indirect employment arises out of businesses that produce products and services for businesses supplying visitors or travellers directly. The hospitality industry is also labour intensive as it employs more people per pound than any other industry (Kusluvan, 2003). The industry is 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 of F&B (Chon and Sparrowe, 2000).

The researcher would emphasize that although the hospitality industry may seem to be more important to servers than to customers, a hospitality business cannot survive in the marketplace without satisfying the needs of its customers and the rest of its stakeholders evenly.

3.2.2. Quality in hospitality

The hospitality business offers its customers a product that has both tangible and intangible features (Jones, 2002). However, Knowles et al. (2004) had a more descriptive perspective of the hospitality product that there are seven dimensions of the hospitality industry product: intangibility, perishability, simultaneous production and consumption, ease of duplication, heterogeneity, variability of output, and difficulty of comparison, as shown in figure 3.1.

FIGURE 3.1: DIMENSIONS OF THE HOSPITALITY PRODUCT

INTANGIBILITY

DIFFICULTY OF COMPARISON

PERISHABILITY

HOSPITALITY PRODUCT

VARIABILITY OF OUTPUT

SIMULTANEOUS PRODUCTION AND CONSUMPTION

HETEROGENEITY

EASE OF DUPLICATION
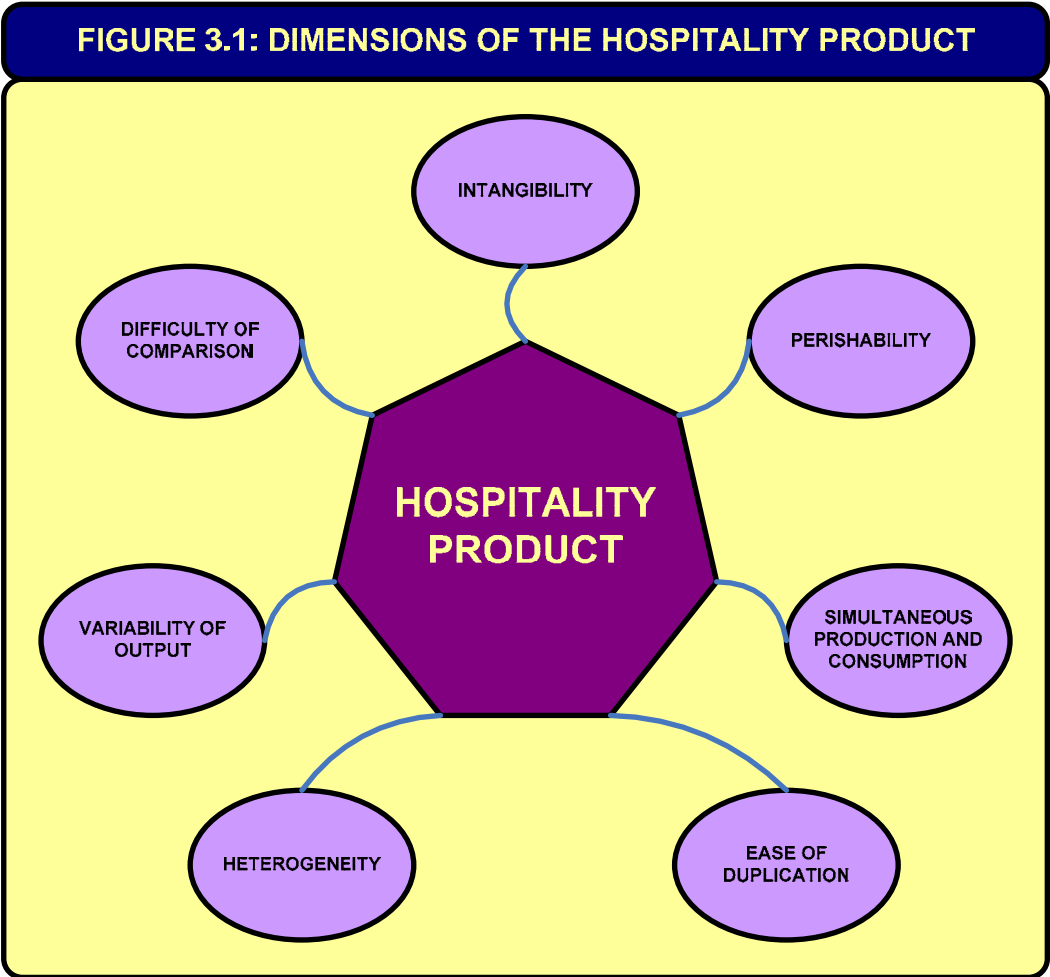
Adopted from Knowles et al. (2004)

As discussed in chapter two, the most widely accepted definition of quality is meeting or exceeding customer needs. In a hospitality business, the researcher believes that it is extremely challenging to meet hospitality customers' needs with a product that has the previous dimensions for several reasons. First, the intangibility of the hospitality product (the service) makes it difficult to satisfy customers as any service failure that occur would lead directly to customer dissatisfaction because there will be not enough time to recover that failure before it reaches the customer. In manufacturing industries, however, it is less challenging as there is enough time and space to recover failures before the product reaches the customer.

Second, the perishability of the hospitality product makes it difficult to satisfy the customer as the hospitality business (i.e. hotel) cannot sell tomorrow the rooms and restaurant seats which were not occupied today. This adds a pressure on the hospitality business as the customer would not purchase the product if it doesn't meet his/her expectations. As a result, the product cannot be stored as can products from most manufacturing industries. Third, the fact that the hospitality product can be easily duplicated makes it difficult to satisfy its customer as the competition would be rigor and vast. As a result, the hospitality business would have to ensure its customers' loyalty by offering the product that meets or exceeds their expectations.

Fourth, the fact that the hospitality product is heterogeneous makes it difficult to satisfy its customers. This is because the staff member would provide serve the customers in a different way, procedure, or friendliness than other staff members. Fifth, the variability of the demand on the hospitality product makes it difficult to satisfy its customers as sustaining consistent levels of quality would be more challenging to managers and staff of the hospitality business.

There are many types of businesses involved in the hospitality industry. The hotel sector is a vital part of the hospitality industry (Baker et al., 2000). The most challenging business in the hospitality industry is the hotel business. This is because hotels offer more than one product to its guests and customers, such as accommodation and foodservice. This means that managing quality in hotels is more challenging to hotel managers and staff than it is in any other hospitality business (Stutts and Wortman, 2006).

3.3. The hotel business

3.3.1. Hotel operations

There two main products/services offered in hotels: accommodation and foodservice. The operations involved in the accommodation sector in 5-star hotels include reservations, reception, housekeeping, billing, and concierge (Jones, 2002).

The majority of large hotels run their accommodation sectors using a Property Management System (PMS). These systems enable useful, efficient and rapid transfer of information between departments, and between hotels under the same chain (if managed). In today's large hotels, computer applications are central to accommodation services. Computer applications include day-to-day functions such as processing reservations, check-in, check-out, posting charges on guests bills, night auditing, interfacing with other departments (Bardi, 2007). The foodservice sector, also known as F&B operations, is concerned with the provision of food and a variety of beverages within the hotel. The management of F&B is concerned with the management of materials, the management of information, and the management of people (staff and customers).

Inside F&B operations, there are three systems operating (see figure 3.2). The first system is the food production. The second system is the delivery or service sequence. The third system is customer management (Cousins et al., 2002). Hotel F&B management may be described as one of the most complex areas of the catering industry because of the variety of catering outlets that may be found in a single hotel. The different types of catering services associated with hotels include the following: luxury haute cuisine restaurants, coffee shops and speciality restaurants, room and lounge service, cocktail bars, banqueting facilities and staff restaurants. Additionally some hotels will provide a catering and bar service to areas of the hotel such as swimming pools, health clubs, and vending machines (Davis et al., 2008).

FIGURE 3.2: THE THREE SYSTEMS OF F&B

CUSTOMER PROCESS	SERVICE SEQUENCE	FOOD PRODUCTION
		PURCHASING
	PREPARING	STORING
ARRIVING	GREETING AND SEATING	PREPARING
SELECTING AND ORDERING	TAKING ORDERS	COOKING
		HOLDING
		REGENERATING
RECEIVING	SERVING	PRESENTING
CONSUMING	CLEANING	
PAYING	BILLING	
LEAVING	DISHWASHING	DISHWASHING
	CLEANING AFTER SERVICE	CLEANING AFTER SERVICE

Adopted from Cousins et al. (2002)

3.3.2. Grading hotels

Classifying hotel organizations is not easy as the industry is diverse and does not present obvious, well-defined categories. Hotels can be classified based several categories such as quality of facilities and services; target market; comparative statistics; and type of services provided to the guest (Stutts and Wortman, 2006).

According to Mintel (2004), hotel grading in the UK is entirely voluntary and is not backed up by any specific legislation beyond standard statutory obligations regulating safety, disability discrimination, and data protection and licensing which apply to all accommodation establishments. The grading system in the UK has undergone considerable change in the last few years. Due to confusion amongst guests, the three bodies that grade hotels in England – the Automobile Association (AA), the Royal Automobile Club (RAC) and Visit Britain (formerly the English Tourism Council) – agreed to set common standards for classifying hotels and guest accommodation at the end of 1999. Hotels are awarded a star rating and other guest accommodation (such as bed and breakfasts, inns and guesthouses) are rated in terms of diamonds. AA and RAC standards extend to Scotland, Northern Ireland, the Republic of Ireland and Wales. The Scottish Tourist Board (now Visit Scotland) and the Welsh Tourist Board (now Visit Wales) use similar standards as they both follow the national quality assessment scheme (www.qualityintourism.co.uk, 04.11.2009).

The key requirements for achieving a 5-Star grading are as follows:

• All areas of operation should meet the 5-star requirements for cleanliness, maintenance and hospitality, and for the quality of physical facilities.

• Hotel opens seven days a week all year.

• Enhanced services offered, e.g. valet parking, escort to bedrooms, proactive table service in bars and lounges and at breakfast, concierge service, 24 hour reception, 24 hour room service and full afternoon tea.

• At least one restaurant, open to resident guests and non-residents, for all meals seven days a week.

• All bedrooms with en-suite bathroom with WC, bath and shower.

• A choice of environments in public areas of sufficient size to provide generous personal space.

• Additional facilities, e.g. secondary dining, leisure, business centre or spa.

• A number of permanent luxury suites available.

Hotels offer their guests and customers two main products/services: accommodation and foodservice. In 5-star hotels, other products/services are offered such business-related and leisure-related products/services. This means that it is more challenging to manage quality in 5-star hotels than in lower-rated hotels as more products/services are offered to variable types of guests. The researcher conducted a multiple case study in 5-star hotels in UK (two were rated by the AA and one was rated by the Welsh Tourist Board/Visit Wales).

3.4. Hotel staff performance

Due to the fact that staff performance is a major factor in the service delivery in hotels, it is important to highlight how staff performance can affect the quality of service in hotels. The key for hotel managers to improve their staff performance is to keep them motivated (Lashley, 2001). Motivation is an invisible, internal force that determines the intensity, direction, and duration of voluntary actions. It is conceived as one of several factors that affect staff task performance. The key factors of motivation are: goal setting, incentives, fairness, staff commitment, staff empowerment (Simons, 2003). Hospitality managers should also implement programmes that motivate their staff and help improve their structure and the enhancement of their well-being. These programmes are staff recognition, incentive plans, loyalty programmes, and training programmes (Bonn, 2003).

The researcher would also add information sharing as a key factor in staff motivation. The reason being is that staff would feel valued if they had a two-way communication with their superiors. Staff are not mere passive receivers of messages sent down from management, they have expectations about the information they need to be given and the way communications are organized and delivered (Lashley, 2003).

3.5. Empirical research on TQM in hotels

TQM was empirically researched in hotels on a limited number of occasions. Using a survey approach, Breiter and Kline (1995) conduct a study on benchmarking quality management in hotels. They identified leadership, customer focus, and vision and values as critical success factors of TQM in hotels; followed by training, communications, empowerment, alignment of organizational systems, and implementation. Although the study identified critical success factors such as leadership and customer focus, it didn't focus on a very important asset in hotels, staff. As a result, processes that can be important to staff such as training, communications, and empowerment came less important than the two factors identified above. Other factors such as staff recognition and suggestion schemes weren't even identified.

Partlow (1996) conducted a study to identify HR practices that support TQM. He identified ten HR strategies. First, management should communicate the TQM vision to the entire organization. Second, management should establish staff suggestion schemes. Third, managers should empower staff. Fourth, management should emphasize and support TQM training. Fifth, management should maintain continuous review of staff performance. Sixth, management should establish staff recognition schemes. Seventh, management should establish health and safety programmes. Eighth, the HR department should consider TQM objectives in their staff recruitment and development.

Ninth, management should establish measurement tools to track job performance staff and customer satisfaction. Tenth, the HR department should assist department managers implementing TQM practices. The study conducted by Partlow (1996) identified important factors that are critical to the success of a TQM culture such as staff empowerment, staff recognition, staff suggestion, and training. However, the study only focused on the HR department and did not highlight the processes that hotel managers need to implement to establish a QMS

Camison (1996) examined the use of EFQM model to change organizational culture in hotels in Spain. Breiter and Bloomquist (1998) attempted to give an overall picture of TQM in the US hotel industry. Soriano (1999) conducted a study on hotels in Spain to identify the CSF of TQM. Arasli (2002) examined the perceptions of various groups of staff in 4-star and 5-star hotels in North Cyprus. All of these studies conducted a survey approach and did not explore in-depth how TQM is approached in hotels.

Perhaps the most in-depth study so far is the study conducted by Sila and Ebrahimpour (2003) to analyze and compare the TQM practices of three US luxury hotels using a case study approach. The findings of this study include failure of top management to support a TQM programme as the major barrier to the successful implementation of such a programme. Also leadership and customer focus are the two main elements most often integrated by hotels into their TQM programmes. They used the criteria of the Malcolm Baldridge National Quality Award (MBNQA) as the framework for their study. Although their findings were interesting, their only focus was on managerial perspective as they only interviewed three hotel general managers and a quality training/human resources coordinator. They ignored the perspective of staff toward the TQM culture.

Most of the previous studies used a survey approach. They did not focus on how staff would perceive the introduction of a TQM culture within hotel operations. So far, there has not been empirical research that has examined the introduction of TQM culture in 5-star hotels in UK. Therefore, this study uses a case study approach to explore the perspective of hotel managers and staff toward the introduction of a TQM culture in 5-star hotels in the UK because it allows more detailed documentation of practices and the explanation of findings on a more comprehensive basis. After reviewing relevant literature related to hospitality, hotels, and the empirical research related to the introduction of a TQM culture in hotels, the next section is concerned with developing the study's conceptual framework.

3.6. Developing conceptual framework

3.6.1. Introduction

As discussed in chapter two, a TQM culture aims to achieve four main objectives: increasing revenues, reducing costs, satisfying customers, and satisfying staff. As explained earlier in the chapter, a TQM culture can be integrated in an organization through the use of five approaches. The aim of this study is to adopt the fifth approach, which is non-perspective methods in the form of a conceptual framework or model. This model is tested in hotels through case-study methodology in order to be redeveloped to suit the perspectives of both managers and staff.

In this model, figures 3.3 and 3.4, the TQM culture is approached by both hotel managers and staff. The study suggests that a TQM culture has two main components. The first component is TQM enablers include the critical success factors that combine together to become the driver of the culture. The study suggests six TQM enablers: they are teams, leadership, empowering staff, communication, training, and customer focus. The second component is the QMS. The QMS includes information as main input and five processes: quality planning, quality control, quality improvement, quality assurance, and quality auditing. As QMS inputs and processes were discussed earlier in this chapter, this section discusses the suggested TQM enablers in the conceptual framework.

FIGURE 3.3: TQM CULTURE MODEL (LAYOUT)

QUALITY MANAGEMENT PROCESSES

INFORMATION SOURCES

QMS

MANAGERS

STAFF
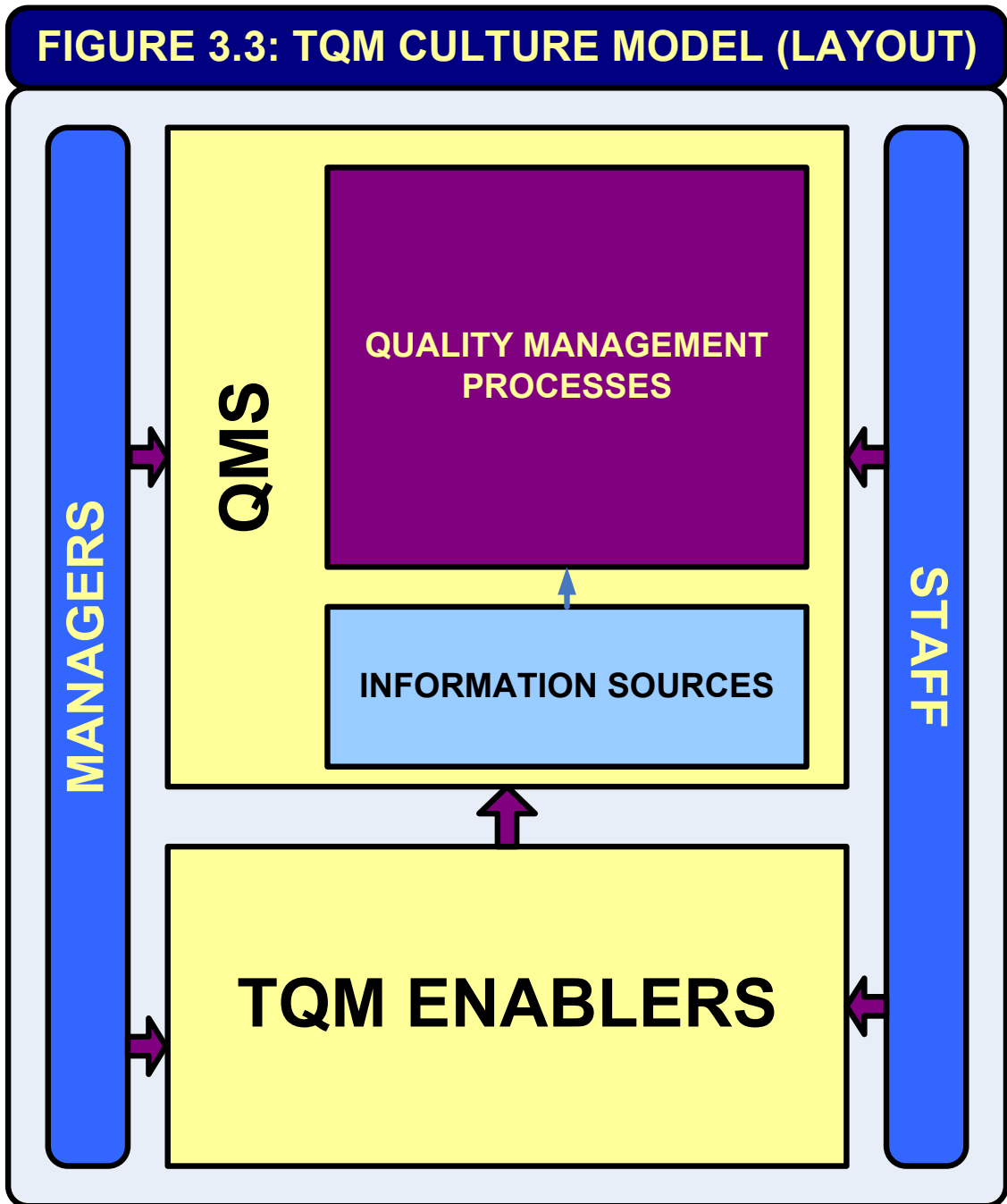
TQM ENABLERS

3.6.2. TQM enablers (Teams)

Organizations emphasize the value of assembling cross-functional teams in their operations (Oakland, 2003). Cross-functional teams are used increasingly in organizations to develop new products (Henke et al., 1993; O'Connor, 1993; Cooper, 1994; Sethi, 2000); to re-design organizational processes (Palmer and Burns, 1992; Davis, 1993; Bolet, 1994); to improve customer relationships (McCutcheon et al., 1994); to improve organizational performance (Heyer and Lee, 1992) to solve operational problems (Garwood and Hallen, 2000; Oakland, 2003; Dale, 2003). Despite the previous purposes of assembling teams in organizations, Cooper and Kleinschmidt (2007) stated that it does not mean that staff performance will improve consequently.

The success of such teams in achieving the purposes of their assembly depends on several factors. First, assigning the right people who are capable of implementing solutions rapidly (Garwood and Hallen, 2000). Second, Cooper and Kleinschmidt (2007) added that assembled cross-functional teams perform better if they meet more frequently (i.e. on a weekly basis). Mills and Weeks (2004) agreed as they recommended that cross-functional quality teams should be continuously assembled and not just occasionally. Third, assembling teams should be integrated in the organizational structure. The more teams are assembled in the organization, the more deep the organization approached TQM (Escriba-Moreno and Canet-Giner, 2006).

The use of teams in organizations has been termed a critical success factor of TQM in previous empirical research studies (Black and Porter, 1996; Mohanty and Lakhe, 1998; Kanji and Tambi, 1999; Fynes and Voss, 2000; Zhang, 2000; Baidoun, 2003; Sila and Ebrahimpour, 2003; Wali et al., 2003). In this study, the researcher believes that assembling cross-functional teams can be a critical success factor in the introduction of a TQM culture in hotels. Cross-functional teams are needed in hotels to develop new dishes in the menu, redesign/redevelop the food menu, improve guests' relations, and/or solve operation-related problems in the accommodation sector or the F&B sector. As a result, the researcher believes that team assembly is a TQM enabler in 5-star hotels.

3.6.3. TQM enablers (Leadership)

Leadership is a critical management skill in which a member of staff (a leader) has got the ability to motivate a group of people towards a common goal which they don't yet see (Oakland, 2003). Leaders are required to establish unity of purpose and direction for the organization. They should create and maintain the internal environment in which people can become fully involved in achieving the organization's objectives through TQM. By involving people in achieving organizational objectives and sharing the vision with them, leaders become responsible for making them motivated, satisfied, and willing to self-improve (Hoyle, 2007).

Leadership is strongly connected to quality. It is a key criterion of the MBNQA. Quality improvement requires the presence of leadership among managers, supervisors, and even staff. Leaders must possess certain skills and knowledge to be able to move the team members towards the achievement of organizational objectives. Those skills include communication, customer orientation, clear and visible quality values, and high expectations (Godfrey, 2000).

Leadership in organizations has been termed a critical success factor of TQM in previous empirical research studies (Dale and Duncalf, 1984; Garvin, 1986; Saraph et al., 1989; Joseph et al., 1999; Kanji and Asher, 1999; Kanji and Tambi, 1999; Samson and Terziovski, 1999; Agus et al., 2000; Fynes and Voss, 2000; Zhang, 2000; Dale et al., 2001; Rahman, 2001; Sureshchandar et al., 2001; Sureshchandar et al., 2002; Baidoun, 2003; Sila and Ebrahimpour, 2003; Wali et al., 2003; Talavera, 2004). In this study, the researcher believes that leadership can be a critical success factor in the introduction of a TQM culture in hotels. Hotel operations run on the basis of departmental teams, such as a reception team, a housekeeping team, a restaurant team, a maintenance team, each with departmental targets to achieve and they all need the right leaders to enable the achievement of these targets. Hence, the researcher believes that leadership is a TQM enabler in 5-star hotels.

3.6.4. TQM enablers (Staff empowerment)

Staff empowerment in recent years has been used as an instrument for better service quality, improved customer satisfaction and relations, staff satisfaction, and healthier decision-making to better organizational performance (Kusluvan, 2003). Most definitions agree that empowering staff is concerned with giving them more authority. For instance, empowerment has been defined as giving staff freedom and opportunity over certain job-related activities (Conger and Kanungo, 1988; Schlesinger and Heskett, 1991; Bowen and Lawler, 1992). While such definition focuses on job tasks, empowerment in its wider sense takes on more than task-related authority and latitude (Melhem, 2004). Hoyle (2007) believes that empowering staff means encouraging and rewarding them to exercise initiative and imagination. He assumed that every person possesses knowledge and experience beyond the job that he/she is assigned to perform. He believed that management should tap this source of knowledge, encourage personnel to make a contribution and utilize their personnel experience.

Hotel staff, in particular, need to be empowered. Many hospitality jobs have an image of poor employment conditions. These jobs tend to be characterized by long, irregular, and unsocial working hours, lack of proper pay, lack of overtime payments, heavy workloads, routine work, lack of job security, lack of promotion opportunities, and unprofessional management of staff (Kusluvan, 2003).

Empowering staff is beneficial to both hotel staff and managers evenly. Empowered staff gain a greater sense of ownership through the added responsibility and authority. They become more satisfied from being more involved and participating in decision-making. Managers gain by increased productivity, improved levels of quality and reduced staff turnover. This would also lead to customer satisfaction and improved competitiveness (Lashley, 2001). This shows how empowering staff can help achieve the objectives of TQM culture.

According to Lashley (2001), empowering staff can take three forms. First, staff empowerment can be through participation where an organization delegates some of the decision-making process to operational staff. Second, staff empowerment can be through involvement where the managerial concern is to benefit from staff experience, ideas and suggestions, the benefit here will be through providing feedback, sharing information, and making suggestions. Third, staff empowerment can be through commitment to the organizational goals; staff take more responsibility for their own performance and its improvement.

There are some problems associated with staff empowerment. According to Wilkinson (2001), a common problem is that the decision-making process is not clear so that staff suggest ideas but management are unable to respond adequately to these. This means that staff will feel unvalued every time their suggestions are not taken on board by management. This can have an impact on the staff commitment towards the organization.

The use of staff empowerment in organizations has been termed a critical success factor of TQM in previous empirical research studies (Saraph et al., 1989; Powel, 1995; Mohanty and Lakhe, 1998; Parzinger and Nath, 2000; Sureshchandar et al., 2002; Baidoun, 2003; Sila and Ebrahimpour, 2003; Wali et al., 2003; Talavera, 2004). In this study, the researcher believes that staff empowerment can be a critical success factor in the introduction of a TQM culture in hotels. As highlighted earlier, hotel staff have many reasons to leave their jobs. If hotel managers, however, focused on empowering them to achieve the organizational objectives, staff would feel satisfied and staff turnover costs would be reduced, which will positively affect the reduction of overall costs of the operations in the hotel. As explained in chapter two, staff satisfaction and reducing costs are two of the four objectives of TQM. Hence, the researcher believes that staff empowerment is a TQM enabler in 5-star hotels.

3.6.5. TQM enablers (Communication)

Communication has become increasingly important to organizations because of its strategic role (Dolphin, 2005) in the success of the contemporary workplace environment (Kinnick and Parton, 2005). Poor levels of communication lead to staff's lack of commitment to the organization's objectives (Rawlings, 2008). The more communication is integrated organization-wide, the better it would be for the culture of TQM inside the organization as people's attitudes and behaviours are clearly influenced by communication levels (Oakland, 2003). The key feature of communication is that it helps managers and staff achieve organizational objectives by facilitating information-sharing between them both (Johnston et al., 2007).

For sharing information to be successful, management should target the right audience with the right message in the right way at the right time Failure to communicate effectively creates unnecessary problems, resulting in confusion, loss of interest and eventually in declining quality through apparent lack of guidance and stimulus (Oakland, 2003). If an organization aims to introduce a TQM culture in its operations, appropriate levels of communication would be required for managers to explain to their staff the need to focus on processes and improving their performance. Managers also need to share information about the new culture with their staff to reduce their resistance to its adoption (Oakland, 2003).

For communication to be effective in an organization, sharing information should take two forms. First, information-sharing should be top-to-bottom between managers and staff. Second, information-sharing should be bottom-to-top between staff and managers (Johnston et al., 2007).

The use of appropriate levels of communication in organizations has been termed a critical success factor of TQM in previous empirical research studies (Saraph et al., 1989; Mohanty and Lakhe, 1998; Joseph et al., 1999; Samson and Terziovski, 1999; Rahman, 2001; Sureshchandar et al., 2001; Sureshchandar et al., 2002; Baidoun, 2003; Chow and Lui, 2003; Sila and Ebrahimpour, 2003; Wali et al., 2003; Talavera, 2004). In this study, the researcher believes that communication can be a critical success factor in the introduction of a TQM culture in hotels. As explained earlier, hotel staff should have the opportunity to share information with their managers (bottom-to-top). This information can be in the form of ideas, suggestions and comments that staff quote on how to improve the quality of service in the hotel they work in. According to Mullins (2001), communication fail to help managers achieve organizational objectives when managers do not consider the ideas and responses of their staff; exactly the same way if they ignore the comments of their guests. Hence, the researcher believes that communication is a TQM enabler in 5-star hotels.

3.6.6. TQM enablers (Training)

The training of people at work has increasingly come to be recognized as an important part of human resource management (Oakland, 2003). Training is a technology that transforms the individual into a useful subject by making him/her visible and controllable in order to reduce the gap between the current and the expected state (Kelemen, 2003). Training aims to teach staff new behaviours and skills increasing their knowledge and abilities that will be used on-the-job to make them and the organization more successful (Janes, 2003).

The main objective of any training programme is to transfer work-related skills, knowledge, or information to staff in order to improve their performance (Janes, 2003). In order to achieve that objective, HR departments use three traditional schemes: entry-level schemes for new starters, standard skills updating programs to assist staff as they progress their career within the organization, and special schemes to support new staff department initiatives (Kelemen, 2003). Those training schemes can take two approaches: on-the-job and off-the-job. HR managers should ensure that the right training scheme is using the right training method in order to achieve the programme's targets (Janes, 2003).

As well as staff empowerment, training is also beneficial for both staff and managers. Some organizations find that organizational change, organizational culture, competition, guest demands to improve quality, product expansion, or problems, staff suggestion and technological changes stimulates the need for training. However, there are some barriers to training. They are lack of time, high staff turnover, high business demands, cost, and a lack of training resources (Janes, 2003).

For the successful introduction of a TQM culture in hotels, managers should ensure that training meet three conditions. First, if there is accountability and responsibility for its implementation and effectiveness. The responsible parties are executive team, human resources, the quality professionals or the quality department. Second, training for quality demands an unswerving focus on the customer by having a clear understanding of who the customers are and their needs are. Third, developing the strategic training plan for quality is critical to the success of any TQM implementation (Pall and Robustelli, 2000).

The use of training in organizations has been termed a critical success factor of TQM in previous empirical research studies (Saraph et al., 1989; Powel, 1995; Ahire et al., 1996; Agus et al., 2000; Parzinger and Nath, 2000; Sureshchandar et al., 2002; Baidoun, 2003; Sila and Ebrahimpour, 2003; Talavera, 2004). In this study, the researcher believes that training is a critical success factor in the introduction of a TQM culture in hotels.

The introduction of a TQM culture in a hotel, like any other organization, requires a major change in the way people perceive their jobs. Both managers and staff need training to be able to understand the concept of TQM as a culture. For example, managers should be trained on how to motivate staff to achieve TQM objectives; how to empower them; and how to establish a good connection with them to strengthen the staff commitment to the organization and TQM. Staff should be trained on how to achieve the requirements of the organization and the needs of the guest at the same time. Hence, the researcher believes that training can be a TQM enabler in 5-star hotels.

3.6.7. TQM enablers (Customer focus)

For organizations to be successful in today's marketplace, they need to be customer-focused. This can be achieved by delivering superior value to their target customers (Kotler et al., 1999). Organizations are created to achieve objectives, missions, or visions but they will only do so if they satisfy the needs, requirements and expectations of their stakeholders. Their customers, probably their most important stakeholder, will be satisfied only if they provide products/services that meet their needs, requirements, and expectations. Customer focus means directing organizational resources into satisfying customers and understanding that profitability or avoidance of loss comes from satisfying customers. The approach means that everyone in the organization needs to be customer focused, not simply the top management (Hoyle, 2007).

Customer focus, a key criterion of the MBNQA, can be recognized by concentrating on customer values and a commitment to understanding customers' activities and requirements. Effective customer focus demands organization-wide commitment, appropriate managerial and employee behavioural performance, and the implementation of effective strategies, within the marketplace (Strong, 2006).

Even when management fully understands customer expectations, service quality problems may occur. This is because management may believe that they know better about community requirements and that it is impossible or impractical to meet all of the expectations. The organization did not set its service specifications according to customer needs; instead, it allowed the service to suffer because of an assumption about who knows best (Rawlings, 2008). This is known as quality gaps, which was discussed in chapter two. Since the possibility of having organizations in search for a customer focus strategy is present (Liang and Tanniru, 2007).

The use of customer focus approach in organizations has been termed a critical success factor of TQM in previous empirical research studies (Mohanty and Lakhe, 1998); (Kanji and Tambi, 1999); (Samson and Terziovski, 1999); (Agus et al., 2000); (Parzinger and Nath, 2000); (Zhang, 2000); (Rahman, 2001); (Sureshchandar et al. 2001); (Sureshchandar et al., 2002); (Sila and Ebrahimpour, 2003); (Wali et al., 2003); and (Talavera, 2004).

In this study, the researcher believes that customer focus is a critical success factor in the introduction of a TQM culture in hotels. Both hotel managers and staff need to be able to identify the needs of their guests. Due to the fact that 5-star hotels have different types of guests, therefore it is not an easy task to satisfy those guests' needs. Hence, the researcher believes that customer focus is a TQM enabler in 5-star hotels.

3.6.8. Conclusion

The researcher suggests the study's conceptual framework as shown in figure 3.4. As explained earlier in the section. The framework includes the establishment of a QMS. Since the inputs and processes of an appropriate QMS have been previously explored in chapter two, the researcher avoided re-discussing them in chapter three. In this section, the researcher proposes the study's conceptual framework (the TQM culture model) to include the QMS and the TQM enablers. Those enablers were explored in the section in order to identify how critical are they to the introduction of a TQM culture in 5-star hotels. Those enablers are teams, leadership, staff empowerment, communication, training, and customer focus. This model is to be used in the field study in order to identify critical success factors of a TQM culture from the viewpoints of hotel managers and staff.

FIGURE 3.4: TQM CULTURE MODEL (DETAILED)

MANAGERS

STAFF

QUALITY MANAGEMENT PROCESSES

- QUALITY PLANNING
- QUALITY CONTROL
- QUALITY IMPROVEMENT
- QUALITY ASSURANCE
- QUALITY AUDITING

INFORMATION SOURCES

- QBS
- QUALITY MANUAL
- STRATEGIES

TQM ENABLERS

- TEAMS
- LEADERSHIP
- STAFF EMPOWERMENT
- COMMUNICATION
- TRAINING
- CUSTOMER FOCUS
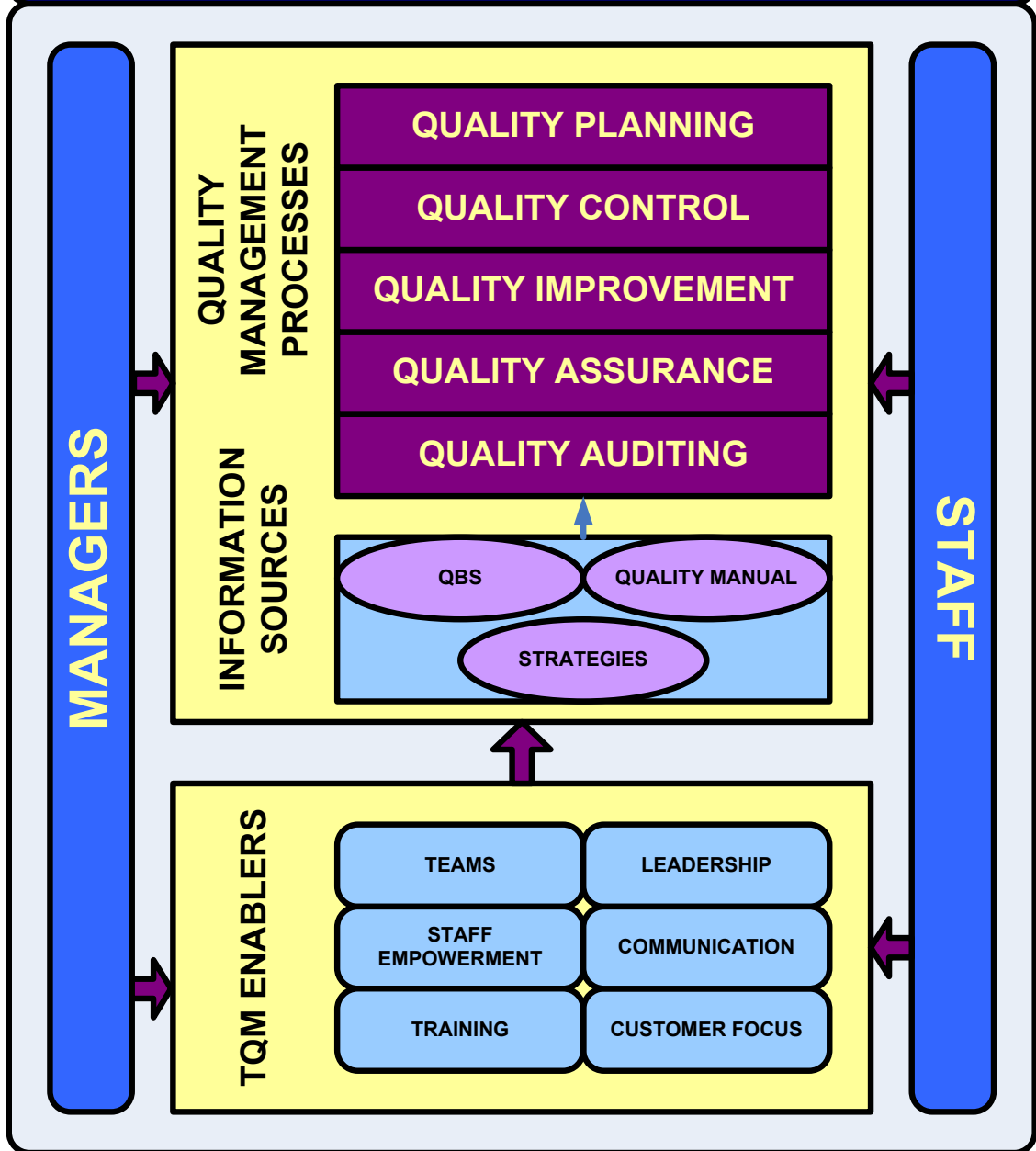
3.7. Summary

The purpose of this chapter is to critically review the relevant literature of hospitality, hotels, and the TQM practices that were empirically researched in hotels. First, the chapter explored the concept of hospitality and why quality is important to the success of businesses in the hospitality industry. Second, the chapter discusses the basic sectors involved in hotel operations: accommodation sector and foodservice sector. The chapter also explains the hotel rating schemes in the UK. Third, the chapter discusses staff motivation as an important issue in approaching TQM in hotels. Fourth, the chapter explores the areas where the TQM culture in hotels has been empirically researched. Fifth, the chapter discusses the critical success factors suggested by the researcher as TQM enablers in the TQM culture model. Finally, the chapter concludes with the study's conceptual framework.

The following chapter is concerned with discussing the research approach of this study. It highlights the theoretical and practical approaches of the researcher that are used in order to achieve the study's aim and objectives.

4. Research approach

4.1. Introduction

This chapter seeks to contextualize both the philosophical approach adopted and the methods chosen to explore the research question and achieve the research objectives. The chapter begins with exploring the research problem and questions, and highlights the research aim and objectives. The chapter then justifies the selection of a qualitative research approach and moves on to explore the epistemology of the research, i.e. constructionism, and to outline the theoretical perspective adopted, i.e. interpretivism. Moreover, the chapter presents an introduction to the methodology adopted, which is multiple case study.

The chapter then explains the data collection methods, which include semi-structured interviews and document analysis. It then explores the validity, reliability, and triangulation of the data. Finally, the chapter discusses the issue of generalization in qualitative research and a critique of qualitative research.

4.2. Research overview

Although there is a great deal of literature focusing on TQM, most of it focuses on manufacturing industries concerned with producing tangible products with little attention paid to service industries. There is limited empirical evidence that shows the extent to which hotels have approached a TQM culture. As a result, two research questions have emerged to frame this research: How do hotel managers and staff approach TQM in their hotels? What are the critical factors that can enable the introduction of TQM culture within hotel operations? As a result, the aim of this research is to explore how TQM is approached in 5-star hotels in order to develop an integrated model to support the introduction of a TQM culture in 5-star hotels. Therefore, six objectives were developed (see figure 4.1).

FIGURE 4.1: RESEARCH AIM AND OBJECTIVES

The aim of this study is to explore how TQM is approached in 5-star hotels in the UK in order to develop an integrated model appropriate to supporting the introduction of a TQM culture to 5-star hotel operations

OBJECTIVE 1 — To critically review relevant literature related to quality, quality management and the introduction of TQM culture to organizational contexts

OBJECTIVE 2 — To critically review relevant literature related to hospitality and the introduction of TQM culture to 5-star hotel operations

OBJECTIVE 3 — To explore how hotel managers and staff approach quality management in 5-star hotels

OBJECTIVE 4 — To explore the critical success factors relating to the introduction of a TQM culture in 5-star hotels operations

OBJECTIVE 5 — To analyze and compare the TQM approach adopted in 5-star hotels with theoretical perspectives

OBJECTIVE 6 — To review and present an integrated model for introducing a TQM culture within 5-star hotel operations

4.3. Qualitative research approach

Researchers use a qualitative research approach to refer to meanings, concepts, definitions, characteristics, metaphors, symbols and descriptions of things (Berg, 2008). Qualitative researchers are interested in understanding individual or group perceptions of their environment (Bryman and Bell, 2007). Qualitative research involves the studied use of and collection of a variety of empirical materials, such as case studies, personal experiences, life stories, interviews, cultural texts and productions, and observational, historical, interactional, and visual texts (Denzin and Lincoln, 2005). It also involves the use of other materials such as feelings about organizational functioning, social movements, cultural phenomena, and interactions between nations (Strauss and Corbin, 1998). Throughout the history of qualitative research, qualitative researchers have defined their work in terms of hopes and values, religious faiths, occupational and professional ideologies (Denzin and Lincoln, 2005).

According to Morse (1991) and Creswell (2008) researchers adopt a qualitative research approach for two reasons. First, a qualitative approach is convenient if there is lack of evidence in the literature and previous research that the problem has been studied. Second, a qualitative research approach is convenient when the available theory may be inaccurate, inappropriate, or biased. In this research, there is lack of evidence in the literature and previous empirical research that TQM has been approached in the hotel industry.

According to Creswell (2009), two factors can help researchers decide which research approach should be adopted. First, researchers need to match the research problem to the approach. Different types of social research problems adopt different approaches. The researcher decided to adopt the qualitative approach as it seeks explanation and, as explained by Creswell (2009), would help the researcher identify the important variables to examine. A qualitative approach enables the researcher to explore the research question through the methodology of case study. In order to achieve the research aim, the researcher collected data through the use of semi-structured interviews and document analysis. Second, personal experiences can help researchers decide which approach to use (Creswell, 2009). In his Master's degree, the researcher used a qualitative approach in exploring the research problem. In order to achieve the research aim, the researcher had to collect data through the use of semi-structured interviews and observations. Consequently, the researcher preferred using the qualitative approach as it is flexible and it would allow him to be more creative. Based on those two factors, the researcher decided to adopt a qualitative research approach.

This study adopts the research process model of Crotty (1998), which divides the research into four phases: Epistemology, Theoretical perspective, Methodology, and Methods (see figure 4.2). The first and second phases of the research process represent the theoretical approach of this study. The third and fourth phases of the research process represent the practical approach of this study.

FIGURE 4.2: RESEARCH PROCESS

EPISTEMOLOGY

CONSTRUCTIONISM

THEORETICAL APPROACH

THEORETICAL PERSPECTIVE

INTERPRETIVISM

METHODS

MULTIPLE CASE STUDY

PRACTICAL APPROACH

METHODS

SEMI-STRUCTURED INTERVIEWS DOCUMENTS
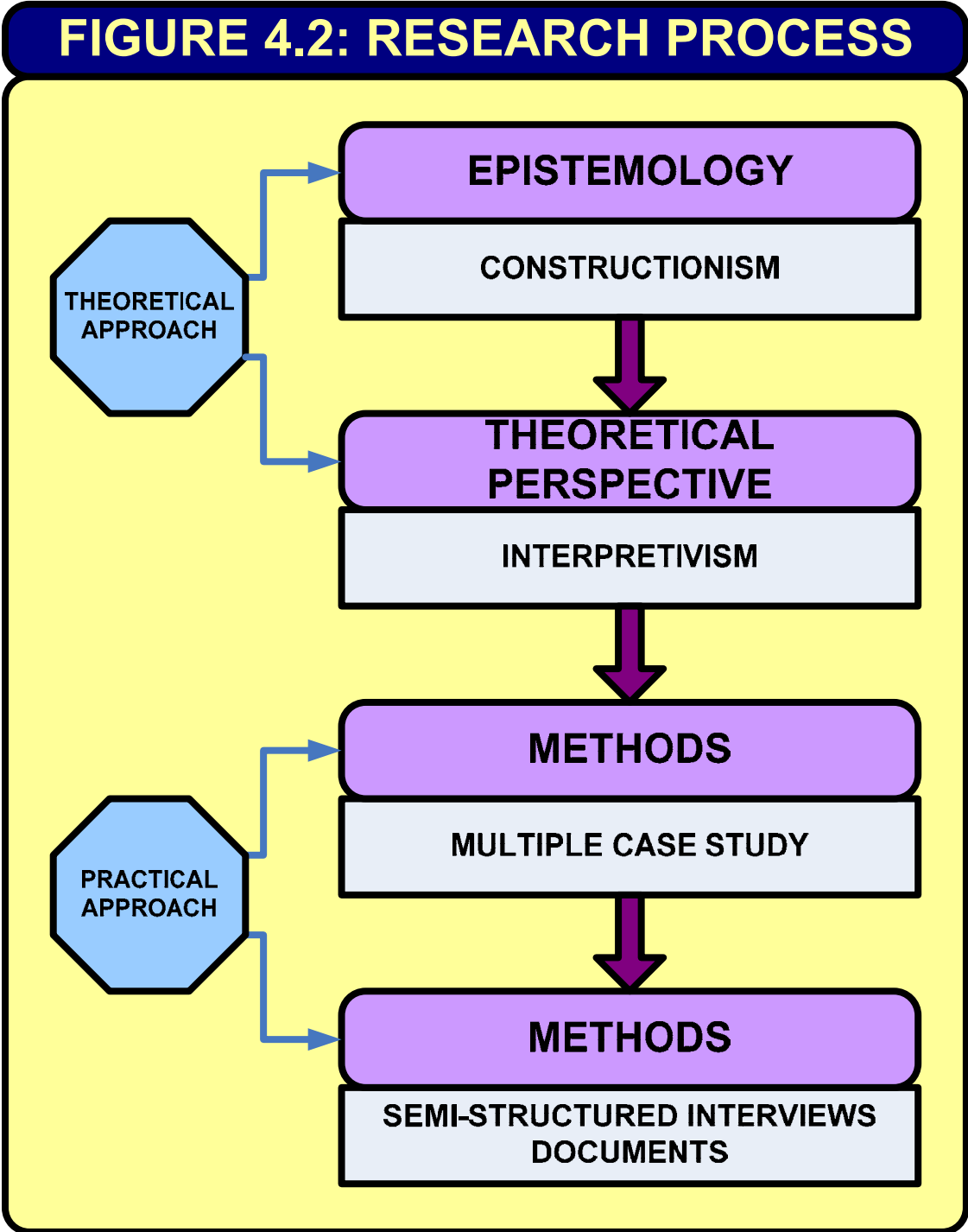
Adopted from Crotty (1998)

4.4. Theoretical approach

4.4.1. Epistemology

Epistemology is a specific theory of knowledge (Seale et al., 2007). Crotty (1998) defined it as a way of understanding and explaining how we know what we know. The term is originated from a combination of two Greek words: 'episteme', which means knowledge, and 'logos' which means explanation. It is concerned with the nature of knowledge and justification of realities (Miller and Brewer, 2003; Denzin and Lincoln, 2005). It is also concerned with what constitutes acceptable knowledge in a field study (Saunders et al., 2007). The epistemological approach adopted in this research is constructionism. Constructionism is the view that all knowledge and meaningful reality is contingent upon human practices, being constructed in and out of interaction between human beings and their world, and developed and transmitted within an essentially social context (Crotty, 1998).

Constructionism implies that social phenomena and categories are not only produced through social interaction but that they are in a constant state of revision. Recently, the term has also come to include the notion that researchers' own accounts of the social world are constructions (Bryman, 2008). This approach was adopted in this study as the aim of the research is to explore how TQM is approached by hotel managers and staff. Hence, the constructionism approach enables the exploration of the understanding of TQM in the views of hotel managers and staff.

4.4.2. Theoretical perspective

According to Crotty (1998), a theoretical perspective reflects the philosophical stance of a methodology. It provides a context for the process involved. The theoretical perspective adopted in this study is interpretivism. In order to achieve the aims of this research, starting from the theoretical perspective, an interpretive approach is best suited, as the research process requires engagement with the public-sector stakeholders and other stakeholders in order to gather in-depth qualitative data, from which interpretations are made. Additionally, the epistemological stance of this thesis is constructionism, which as already mentioned, is linked with interpretivism. This is because constructionism allows the researcher to gain a better understanding of the selected problem and to view it from all angles in order to gain a better perspective and to present a clear interpretation (Miller and Brewer, 2003). Interpretivism emphasizes that reality is not observed but interpreted (Corbetta, 2003).

The aim of this study is to explore how TQM is approached in 5-star hotels in order to develop an integrated model to support the introduction of a TQM culture in 5-star hotels. Therefore, the researcher believed that adopting an interpretivist approach would help achieve this aim. This is because interpretivism would enable the researcher understand the reality of TQM as interpreted by managers and staff in 5-star hotels in the UK.

4.5. Research methodology (Multiple case study)

4.5.1. Introduction

Methodology is composed of a set of rules and procedures to guide research and against which its claims can be evaluated. It is therefore fundamental to the construction of all forms of knowledge. Methodology is concerned with how we conceptualize, theorize and make abstractions as it is with the techniques or methods which we utilize to assemble and analyze information (Miller and Brewer, 2003). It is the strategy, plan of action, process or design lying behind the choice and use of particular methods to the desired outcomes (Crotty, 1998). There are four major methods used by qualitative researchers: observation; analyzing texts and documents; interviews; (Silverman, 2001) and audiovisual material (Creswell, 2009).

The methodology is aimed toward achieving the third and fourth objectives of the study. The third objective is to explore how hotel managers and staff approach quality management in 5-star hotels. The fourth objective is to explore the critical success factors relating to the introduction of a TQM culture in 5-star hotels. In order to achieve those two objectives, this study adopted a multiple case study approach. Case study is a common way to do qualitative research (Stake, 2005). It is used to investigate a particular contemporary phenomenon within its real life context using multiple sources of evidence. It has the ability to answer questions "why" and 'what" as it is mostly used in explanatory or exploratory researches (Saunders et al., 2007).

4.5.2. Case study

According to a number of authors (e.g. Yin, 2009; Holliday, 2002; Miller and Brewer, 2003; Weber 2004), a case study is an interpretive research methodology and has been used widely as a methodology across several types of social research, such as sociology, psychology, history, economics, planning, administration, public policy, education, management studies and tourism. A case study is where a researcher explores in depth a programme, an event, an activity, a process, or one or more individuals. It is bounded by time and activity, and researchers collect detailed information using a variety of data collection procedures over a sustained period of time (Creswell, 2008). It can involve developing an in-depth analysis of a single case or multiple cases (Teddlie and Tashakkori, 2009).

There are a number of factors which affect the decision to conduct a case study. First, the research questions posed should in the forms of "How" and "why". Second, the case study does not require control of behavioural events. Third, the case study is preferable in examining contemporary events, but when the relevant behaviours cannot be manipulated (Yin, 2003).

The case study relies on multiple sources of evidence, with data needing to converge in a triangulated fashion (Yin, 2009). The data collection techniques employed with case study may be various and are likely to be used in combination - they may include: interviews, observations, documentary analysis (Saunders et al., 2007), physical artefacts, and archival records (Yin, 2009). The ability to deal with this variety of evidence is what makes the unique strength of the case study (Yin, 2009). According to Yin (2009), there are four stages of a case study (see figure 4.3). Stage one is concerned with designing a case study by determining the required skills and developing the protocol; In stage two, one may begin to conduct the case study by preparing for the data collection and conducting interviews; stage three is concerned with analysing the evidence and adopting a strategy and stage four is about developing conclusions, recommendations, and implications based on the evidence and data collected (Yin, 2009).

FIGURE 4.3: STAGES OF CONDUCTING A CASE STUDY

STAGE ONE	DESIGN THE CASE STUDY
STAGE TWO	CONDUCT THE CASE STUDY
STAGE THREE	ANALYZE CASE STUDY EVIDENCE
STAGE FOUR	DEVELOP CONCLUSIONS BASED ON EVIDENCE
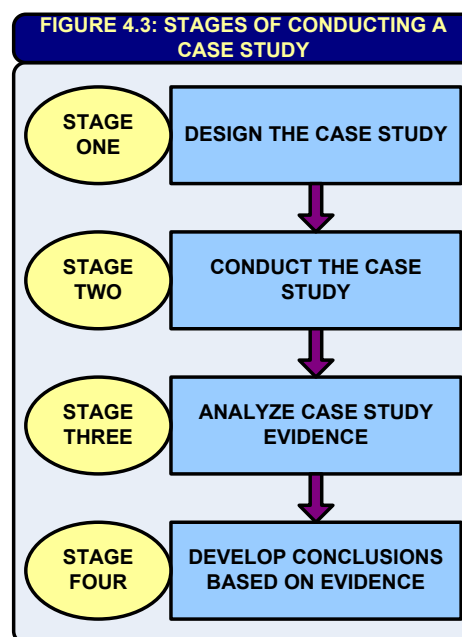
Adopted from Yin (2009)

Although case studies are designed to bring out the details from the viewpoint of the participants by using multiple sources of data, the data collection and analysis methods are known to hide some details and therefore, using multiple sources of data is helping to maximise the range of data required in order to reach an accurate explanation and thus accurate results (Stake, 1995).

Yin (2009) identified three types of case studies: exploratory, explanatory, and descriptive. He indicated that while the exploratory case study is often considered as an introduction to social research, an explanatory case study could be used for conducting general investigations. Moreover, he suggested that a descriptive case study requires developing a theory before conducting the research. Stake (1995) identified three other types of case study: Intrinsic - when the researcher is interested in carrying out his research; Instrumental - when the aim of the case is to investigate more than what is obvious to people; Collective - when more than one case is investigated. In this research, a single, intrinsic, exploratory and instrumental case study was adopted as the researcher is interested in exploring what is going on behind the scenes in a single case study. Crotty (1998) indicated that sources of evidence in the case study are the techniques employed to collect and analyse data related to the research question or hypothesis. Yin (2009) suggested six primary sources of evidence for case study research which are documentation, interviews, archival records; physical artefacts, participant observation and direct observation (Figure 4.4)

FIGURE 4.4: SOURCES OF DATA FOR A CASE STUDY

PARTICIPANT OBSERVATION

DOCUMENT ANALYSIS

ARCHIVAL RECORDS

CASE STUDY

INTERVIEWS

PHYSICAL ARTIFACTS

DIRECT OBSERVATION
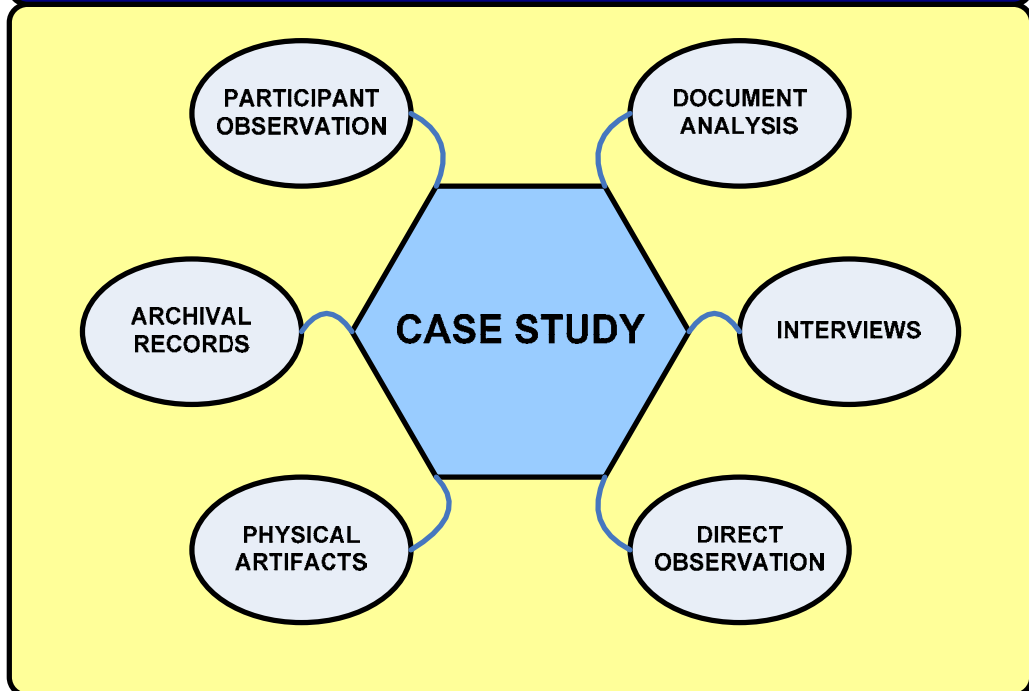
Adopted from Yin (2009)

4.5.3. Research cases

The researcher conducted the multiple case study in three 5-star hotels in UK. The researcher chose to conduct the study in hotels that are run by management contracts. It is generally understood that these hotels benefit from improved quality levels and more experienced management (Hayes and Ninemeier, 2006; Stutts and Wortman, 2006). Therefore, it is believed that 5-star hotels would have a more in-depth approach to a TQM culture than hotels in any other grading category. Another reason for choosing 5-star hotels to conduct the study on is because hotels that have this grading offer their customers more than just basic services. Therefore, customers of those hotels would have certain needs and expectations that are far more than their needs and expectations if they stay at lower graded hotels.

Hence, it is more challenging to the management of 5-star hotels to meet and exceed the needs and expectations of their customers; and therefore, the managers of 5-star hotels should have a deeper approach to quality management and TQM than managers of less-graded hotels. Table 4.1 presents a fact sheet of the three hotels chosen. Table 4.2 presents a comparison of the services that those hotels offer to their customers.

Table 4.1: Fact sheet of investigated hotels			
Fact Sheet			
	Case One	**Case Two**	**Case Three**
Hotel	St David's hotel	Grosvenor House	Hilton Kingsway
Chain	Principal Hayley	Marriott	Hilton
Type	Hotel and spa	Hotel	Hotel
Grading	5-star	5-star	5-star
Grading organization	AA	AA	Welsh Tourist Board
Location	City centre	City centre	City centre

Table 4.2: Services offered in investigated hotels			
Standard accommodation services			
	Case One	**Case Two**	**Case Three**
Number of rooms	132 (6 disabled)	420 (34 disabled)	197 (10 disabled)
Number of suites	25	74	18
Express check-out service	Available	Available	Available
In-room check-out	Not Available	Available	Available
Housekeeping	Available	Available	Available
Air-conditioned	Available	Available	Available
This room is non-smoking	Available	Available	Available
Connecting rooms	Available	Not available	Available
Windows may be opened	Available	Available	Available
Mini bar	Not Available	Available	Available
Clock Radio	Available	Available	Available
Safe, in room	Available	Available	Available
Desk	Available	Available	Available
Iron and ironing board	Available	Available	Available
Clock Radio	Available	Available	Available
Phones	Available	Available	Available

F&B services			
	Case One	**Case Two**	**Case Three**
Room service	Available	24-hour	Available
Restaurants	2	4	1
Café	Not Available	1	1
Coffee in lobby	Not Available	Available	Not Available
Bar service	Available	Available	Available
Leisure services			
	Case One	**Case Two**	**Case Three**
Health club	Available	Available	Available
Swimming pool	Available	Available	Available
Business services			
	Case One	**Case Two**	**Case Three**
Number of meeting rooms	6	27	8
Copy service	Available	Available	Available
Fax service	Available	Available	Available
Messenger service	Available	Available	Available
Network/Internet printing	Available	Available	Available
Overnight delivery/pickup	Available	Available	Available
Post/parcel	Available	Available	Available
Secretarial service	Not Available	Available	Available
Translator	Not Available	Available	

Table 4.2: Services offered in investigated hotels (cont.)			
Other services			
	Case One	**Case Two**	**Case Three**
Wi-Fi	Available	Available	Available
Barber/Beauty shop	Not Available	Available	Not Available
Babysitting	Available	Available	Available
Cash machine/ATM	Available	Available	Available
Concierge desk	Available	Available	Available
Turndown service	Available	Available	Available
Foreign exchange	Available	Available	Available
Laundry on-site	Available	Available	Available
Limousine service	Available	Available	Available
Newspapers	Available	Available	Available
Newspaper in lobby	Available	Available	Available
Room service	Available	Available	Available
Safe deposit boxes	Available	Available	Available
Valet dry-cleaning	Available	Available	Available

4.6. Data collection procedures

As highlighted earlier in the chapter, the research questions of this study are: "How do hotel managers approach TQM in their hotels?" and "What are the critical factors that can enable the introduction of TQM culture within hotel operations?". In order to answer these questions using a case study approach, the researcher decided to use multiple sources of evidence, i.e. semi-structured interviews and document analysis.

4.6.1. Semi-structured interviews

Interviews are characterized by several positive aspects. First, interviews provide flexibility for both the interviewer and interviewee. Second, the response rate in interviews is higher because more people prefer to react verbally rather than in writing. Third, interviewing can be useful when extensive data is required on a small number of complex topics. Fourth, probing may be used to elicit more complete responses (Burns, 2000).

Interviews are qualitative methods of research that help researchers to observe data that cannot be observed like feelings, thoughts, behaviours and intentions by allowing the interviewer to entre into the interviewee's perspective. Qualitative interviewing begins with the assumption that the perspective of others is meaningful, knowable, and able to be made explicit (Patton, 2002).

Another key distinction about interviews is that the interviewing style is conversational, flexible and fluid, and the purpose is achieved through active engagement by the interviewer and the interviewee around relevant issues, topics and experiences during the interview itself (Mason, 2002). That active engagement is beneficial when it comes to inquiring about someone's straight opinion or view on an issue with no short answers that may hide the truth about the information being obtained.

Interviews can be structured, semi-structured or unstructured. That engagement can take the shape of face-to-face interviews, telephone interviews, or focus group interviews (Creswell, 2008). A semi-structured interview may be the most important way of conducting a research interview because of its flexibility balanced by structure, and the quality of the data so obtained. In semi-structured interviews, the same questions are asked of all those involved; the kind and form of questions go through a process of development to ensure their topics focus; to ensure equivalent coverage, interviewees are probed by supplementary questions if they haven't dealt spontaneously with one of the sub-areas of interest. Approximately equivalent interview time is allowed in each case (Gillham, 2005). Probes are used to deepen the response to a question, increase the richness and depth of responses, and give cues to the interviewee about the level of response that is desired (Patton, 2002).

Due to the fact that interviews in this research are conducted with top level managers of five-star hotels, there would be high possibility that managers may not have enough time to answer so many questions about one issue. Hence, probing would be vital to allow managers to express their views on a certain point and to also allow the interviewer to ensure that all areas are covered.

Asking questions and getting answers is a much harder task that it may seem at first. The spoken or written word always has a residue of ambiguity, no matter how carefully we word the questions and how carefully we report or code the answers. Yet interviewing is one of the most common and powerful ways in which we try to understand our fellow humans.

(Fontana and Frey, 2005:697)

Semi-structured in-depth interviews are considered as a proper method of collecting data that follow a general script and cover a list of topics but are also open ended. They work very well where researchers are dealing with managers, bureaucrats, and elite members of a community (Bernard, 2000). Another strength of semi-structured interviews is that they facilitate a strong element of discovery, while their structured focus allows an analysis in terms of commonalties (Gillham, 2005). Hence, it is ideal to use semi-structured interviews as the mono-method qualitative method in this research.

4.6.2. Document analysis

The most commonly employed qualitative research methods are interviews, documentary analysis, and observation. An important criticism is that reliance on such methods, especially interviews, alone can result in overly empiricist analysis (Stark and Torrance, 2005). As a result, document analysis was conducted in this research to support the evidence that interviews are providing. According to Creswell (2008), documents include public documents, private documents, and e-mail discussions. Bryman (2008), however, stated that document sources include personal documents, official documents deriving from the state, official documents deriving from private sources, mass-media outputs, and virtual outputs.

The documents source used in this study is virtual outputs represented in internet websites. Documents were downloaded from websites of the hotels involved in the case study. The documents included hotels policies, staff reward and recognition schemes, business ethics and human rights policies, customer feedback and factsheets. Those documents were downloaded from the websites of the hotels involved in the case study. Some hotels did not make these kinds of documents available for the public to download from their websites or to be obtained by any other means.

4.7. Analyzing qualitative data

As explained earlier in the chapter, a multiple case study is conducted in this research in order to help achieve research objectives. To analyze data obtained from the case study, the researcher used cross-case synthesis. According to Yin (2009), cross-case synthesis is an approach that is specifically suitable for analyzing multiple cases of study.

There are two important reasons of adopting cross-case synthesis according to Miles and Huberman (1994). First, this approach enhances the generalizability of the research. Second, cross-case synthesis enables the researcher to deepen the understanding and explanation. In this study, the researcher aimed to explore how TQM is approached by both hotel managers and staff in 5-star hotels. The aim required the adoption of a cross-case synthesis to help generalize. This would also enable to enhance the understanding of TQM and how it is approached in 5-star hotels in the UK.

Analyzing qualitative data should be conducted through a set of procedures according to Saunders et al (2009). Those procedures include four main activities: categorization, unitizing data, recognizing relationships and developing categories, and developing and testing theories to reach conclusions.

In terms of categorization, the researcher classified the collected data into meaningful categories. Those categories have been derived from the TQM culture model that was developed from the literature review. Category A included two variables, which are quality definitions and quality barriers (see table 4.3). Category B included one variable, which is information sources (see table 4.4). Category C also included five variables, which are quality planning, quality control, quality improvement, quality assurance, and quality auditing (see table 4.5). Category D included six variables, which are teams, leadership, staff empowerment, communication, training, and customer focus (see table 4.6).

Table 4.3: Cross-case synthesis matrix (category A)						
Cases	**Case One**		**Case Two**		**Case Three**	
Variable	**Manager**	**Staff**	**Manager**	**Staff**	**Manager**	**Staff**
Quality definition						
Quality barriers						

Table 4.4: Cross-case synthesis matrix (category B)						
Cases	**Case One**		**Case Two**		**Case Three**	
Variable	**Manager**	**Staff**	**Manager**	**Staff**	**Manager**	**Staff**
Information sources						

Table 4.5: Cross-case synthesis matrix (category C)						
Cases	Case One		Case Two		Case Three	
Variable	Manager	Staff	Manager	Staff	Manager	Staff
Quality planning						
Quality control						
Quality improvement						
Quality assurance						
Quality auditing						

Table 4.6: Cross-case synthesis matrix (category D)						
Cases	Case One		Case Two		Case Three	
Variable	Manager	Staff	Manager	Staff	Manager	Staff
Teams						
Leadership						
Empowerment						
Communication						
Training						
Customer focus						

In terms of utilizing data, the researcher assigned relevant pieces of information of the collected data to the appropriate category of the model. The researcher did not conduct this phase using any Computer Assisted Qualitative Data Analysis Software (CAQDAS). The reason being is that such software was time consuming. Instead, the researcher conducted this activity manually. This approach enabled the researcher to immerse himself in his data and to engage with it in a more comprehensive way.

In terms of recognizing relationships and developing categories, the researcher used a simple matrix to sort the data and make it easy to understand. In this matrix, collected data were placed within the cells of the matrix. This activity enabled the researcher identifying key aspects regarding the implication of each element in the TQM model in each hotel. It also enabled the researcher to draw comparisons between the three hotels in terms of their application of each element, and also to compare these practical aspects with theoretical aspects from the literature.

In terms of developing and testing theories to reach conclusions, the researcher used the analyzed data to develop a revised version of the TQM culture model based on the practical views of the field study respondents.

The researcher used the conceptual framework developed in the literature (the TQM culture model) as a proposed pattern that shows a framework for TQM culture in hotels. The researcher then matched it with the data from the field study. As a result, the field study data pattern mostly matched the predicted proposition excepted in some areas. Hence, the researcher developed a revised version of the TQM culture model.

4.8. Validity, reliability, and triangulation

In terms of the validity of the research, it refers to the accuracy and trustworthiness of instruments, data and findings in the research. The validity of data is tied up with the validity of instruments so if instruments are valid then data are valid (Bernard, 2000). The validity of a research is related mainly to the data collection instruments used in it. (Coolican, 1999).

Coolican (1999) stated that validity of a research can be tested using at least one out of four methods. Those methods are face validity, construct validity, content validity, and criterion validity. In this research, the researcher used face validity to ensure the validation of data collection instruments. The researcher was able to match the questions of the designed research interviews with its objectives.

Creswell (2008) approached research validity using a different methodology. He stated that the validity of a research can be achieved by the use of several requirements. The first requirement is triangulation. This research achieved data triangulation using different approaches of hoteliers (managers and staff) towards TQM culture. Triangulation is explained in detail further on in the chapter.

The second requirement is using member checking to determine the accuracy of the findings. This research met this requirement as two professors in University of Wales Institute, Cardiff supervised it. They were keen to check upon the research findings after each phase. They also used to match the findings with the research objectives to ensure that the research process is going to the right direction.

The third requirement is using rich and thick description to convey the findings. This research met this requirement through the use of cross-case synthesis, which reinforced the study with in-depth analysis about the use of quality management methods in hotels of different affiliations and also their approaches towards the introduction of TQM culture.

The reliability of a research study, on the other hand, is achieved if the method used to collect data can produce similar results each time it is used (Coolican, 2004). Reliability refers to the dependability, stability, consistency, predictability, and accuracy of a research (Burns, 2000).

Coolican (2004) highlighted two main types of reliability: external and internal. External reliability is concerned with the consistency and stability of the tests involved in a research that is conducted on several occasions (longitudinally). Here a researcher seeks to determine if the data collection instrument would produce similar results if the research is conducted on several occasions and administered to the same respondents.

This type of reliability does not apply to this research as it wasn't highlighted in the research objectives. Internal reliability is concerned with the consistency and stability of the data collection instrument used in the research. In this type, a researcher seeks to determine whether the data collection instrument is consistent within itself through checking that all respondents answered each questions in the same way that they answer the rest of them. In this research, the interview questions were designed to help achieve the research objectives. The researcher also explained each question to each respondent in order to ensure that all questions are answered in the same way.

In terms of research triangulation, an increasing number of researchers are using triangulation as a multi-method approach to achieve broader and often better results. It allows researchers to use different methods in different combinations as the more methods used to study humans; the better chances will be to gain some understanding of their behaviours (Fontana and Frey, 2005).

According to Seale et al. (2007), the idea of triangulation derives from the measurement by quantitative methodologies. Denzin's 1978 version outlines four types of triangulation (Denzin and Lincoln, 2005). The first type is data triangulation where one seeks out instances of a phenomenon in several different points in time or space. The second type is investigator triangulation. It involves team research; with multiple observers in the field engaging in continuous discussion of their points of difference or similarity.

The third type is theory triangulation. It suggests that researchers approach data with several hypotheses in mind, to see how each one fares in relation to the data. The fourth type is methodological triangulation, which is widely used and understood. It involves a multi-method approach, which can take several forms.

In this research, the researcher used the methodological triangulation as the researcher used two methods of data collection: semi-structured interviews and document analysis. The semi-structured interviews were conducted with hotel operations managers, HR managers, and staff members. The researcher was able to obtain documents that included fact sheets and facilities offered in the hotels involved in the case study. The documents also included the characteristics of grading hotels in the UK.

FIGURE 4.5: TYPES OF TRIANGULATION
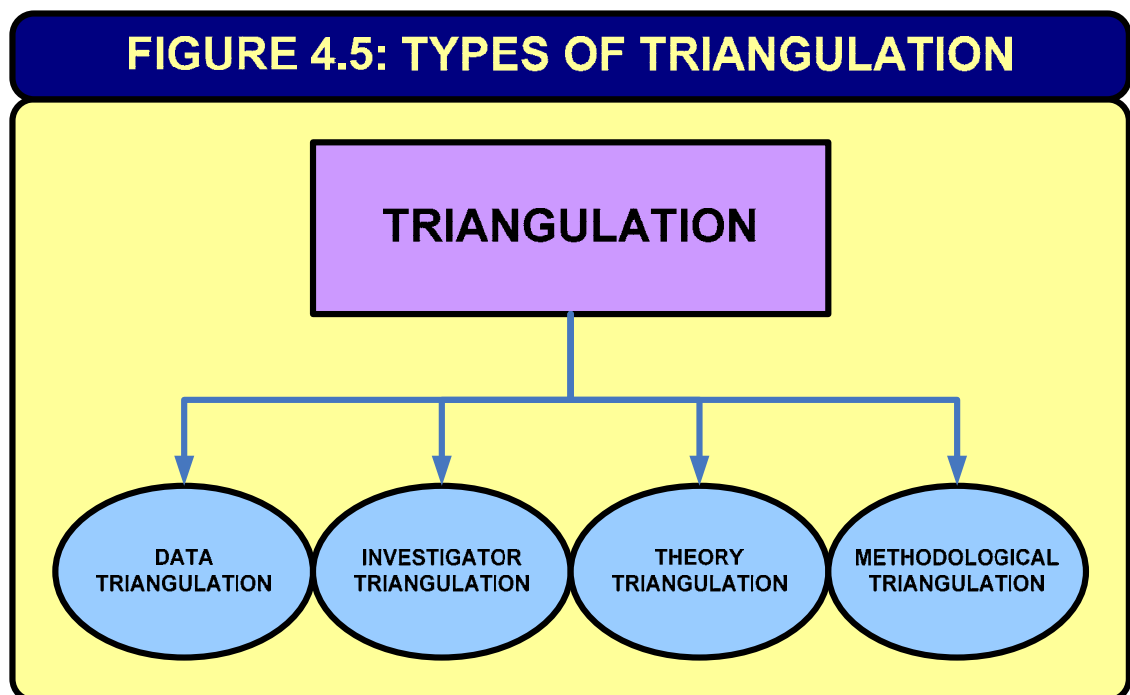
4.9. Ethics and Bias

Several ethical issues were put into consideration in this research. During the identification of the research problem, it is important to identify problems that will benefit participants. At the data collection stage, participants should not be put in risk because of the research; researchers also need to respect research sites so that they are undisturbed after a research; and researchers should also anticipate the possibility of harmful information being disclosed during data collection. In data collection analysis and interpretation, the researcher needs to consider how the study protects the individuals' anonymity and that data should be kept for reasonable time (Creswell, 2008).

The research problem involves the introduction of a TQM culture in 5-star hotels. Not only managers and staff will benefit as individuals, the benefit should occur for the whole organization which would positively have its impact on any individual working under its umbrella. As for data collection stage, the data collection processes didn't involve any kind of risk for the participants, hotels that have been involved as research sites were not disturbed by the processes and there were no harmful information disclosed by any chance during the processes. As for data collection analysis and interpretation, the anonymity of the participants and incidents has been kept undisclosed in the research and the data will only be kept for maximum of five years.

The main concern for a researcher is to recognize whether his/her biases, assumptions, or beliefs are intruding into the analysis (Strauss and Corbin, 1998). Bias is a consistent error that is present in all data whether they are recorded on different individuals or on the same individuals at different times (Corbetta, 2003).

Any research can be biased on at least one of three platforms: interviewers, questions, and interviewees. In terms of interviewer's bias, the researcher managed to conduct interviews and analyze the answers without any personal interference or self-interpretation (unless the researcher is required to do so).

In terms of questions' bias, the researcher managed to design and ask interview questions that do not imply any viewpoint to the interviewees to enable them to answer the questions freely without any influences.

In terms of interviewees' bias, the researcher managed to disregard any biased answers or comments that the researcher obtained from the interviewees except in the questions that the researcher needed to have the interviewees' personal opinions.

4.10. Summary

This chapter is concerned with explaining the theoretical and practical approaches of the study that will help the researcher achieve the aim of the study. Initially, the researcher reviewed the aim and objectives of the study. The researcher then explained the reason behind adopting a qualitative research approach. The researcher portrayed the research approach model, which involved the theoretical and practical approaches used in the study.

The researcher adopted constructionism as the epistemological stance of the study. The researcher adopted interpretivism as the theoretical perspective of the study. The researcher adopted a multiple case study as the methodology of the study. The researcher used semi-structured interviews and document analysis as data collection methods of the study. The researcher used cross-case synthesis as the analytical approach of the research data. The researcher also presented how the validity, reliability, and triangulation of research were met.

The following chapter is concerned with achieving the third objective of the study, which is to explore how hotel managers and staff approach quality management in 5-star hotels. In chapters and six, the researcher presents the results of the field study. In chapter seven, the researcher conducts the analysis of the data collected from the field study.

5. Explore how hotel managers and staff approach quality management in 5-star hotels.

5.1. Introduction

As explained in chapter four, the researcher adopted a multiple case study approach to achieve the aim of the study. The study was conducted in three 5-star hotels in the UK (see tables 5.1 and 5.2). The three hotels are managed by three different organizations: Principal Hayley (case one), Marriott Hotels (case two), and Hilton Hotels (case three). The purpose of this chapter is to achieve the third objective of the thesis, which is to explore how hotel managers and staff approach quality management in 5-star hotels. In order to achieve this objective, the researcher aimed to:

1. Explore how hotel managers and staff define quality.

2. Explore the major quality barriers that hotel managers and staff face.

3. Explore the sources of information that hotel managers and staff need to deliver quality.

4. Explore how hotel managers approach quality management processes in their hotel operations.

Two hoteliers were involved in the interviews: the operations manager and a staff member as they are more involved in the operations of the hotel. Therefore, the researcher believed that information obtained would be beneficial to help achieve the objective highlighted above. In cases one and three, the staff members were members of the reception teams. In case two, the staff member was a member of the restaurant team.

The researcher asked two main questions to each respondent, in each case, individually. First, "which of these following statements would best define quality from your perspective: Fitness for purpose; Conformance to specifications; Meeting or exceeding customer needs?" Second, "what are the major barriers to quality that you face in your day-to-day operations?"

Table 5.1: Fact sheet of case study hotels

Fact Sheet			
	Case one	**Case two**	**Case three**
Chain	Principal Hayley	Marriott	Hilton
Type	Hotel and spa	Hotel	Hotel
Grading	5-star	5-star	5-star
Rating organization	AA	AA	Welsh Tourist Board
Location	City centre	City centre	City centre

Table 5.2: Services offered in case study hotels

Standard accommodation services			
	Case one	**Case two**	**Case three**
Number of rooms	132 (6 disabled)	420 (34 disabled)	197 (10 disabled)
Number of suites	25	74	18
Express check-out service	Available	Available	Available
In-room check-out	Not Available	Available	Available
Housekeeping	Available	Available	Available
Air-conditioned	Available	Available	Available
This room is non-smoking	Available	Available	Available
Connecting rooms	Available	Not available	Available
Windows may be opened	Available	Available	Available
Mini bar	Not Available	Available	Available
Clock Radio	Available	Available	Available
Safe, in room	Available	Available	Available
Outlet with dual voltage adaptors	Available	Available	Available
Desk	Available	Available	Available
Iron and ironing board	Available	Available	Available
Clock Radio	Available	Available	Available
Phones	Available	Available	Available

F&B services			
	Case one	**Case two**	**Case three**
Room service	Available	Available	Available
Restaurants	2	4	1
Café	Not Available	1	1
Coffee in lobby	Not Available	Available	Not Available
Bar service	Available	Available	Available
Leisure services			
	Case one	**Case two**	**Case three**
Health club	Available	Available	Available
Swimming pool	Available	Available	Available
Business services			
	Case one	**Case two**	**Case three**
Number of meeting rooms	6	27	8
Copy service	Available	Available	Available
Fax service	Available	Available	Available
Messenger service	Available	Available	Available
Network/Internet printing	Available	Available	Available
Overnight delivery/pickup	Available	Available	Available
Post/parcel	Available	Available	Available
Secretarial service	Not Available	Available	Available
Translator	Not Available	Available	
Other services			
	Case one	**Case two**	**Case three**
Wi-Fi	Available	Available	Available
Barber/Beauty shop	Not Available	Available	Not Available
Babysitting	Available	Available	Available
Cash machine/ATM	Available	Available	Available
Concierge desk	Available	Available	Available
Turndown service	Available	Available	Available
Foreign exchange	Available	Available	Available
Laundry on-site	Available	Available	Available
Limousine service	Available	Available	Available
Newspapers	Available	Available	Available
Newspaper in lobby	Available	Available	Available
Room service	Available	Available	Available
Safe deposit boxes	Available	Available	Available
Valet dry-cleaning	Available	Available	Available

Table 5.3: key map of the case study

KEY MAP	
Operations manager	HOM
Human resources manager	HHRM
Staff member	HMOS
Chain's board of directors	HCBOD
Hotel management team	HMT
Head of departments	HOD

5.2. Defining quality

5.2.1. Case one

The hotel operations manager and staff member chose to define quality as meeting or exceeding customer needs. The operations manager believed that hotel guests would stay in a 5-star hotel because they expect their needs to be met or exceeded. He also added that this definition is emphasized to staff in training programmes.

> *I think I will choose to define quality as meeting or exceeding customer needs. We actually prefer to use the term "guest" rather than "customer". I strongly believe that guests want to stay in a 5-star hotel like ours for that reason. They want to get the best service that they paid for. This is what we expect and this is what we prepare ourselves for. Even when we train our staff, we always emphasize that they shouldn't just come to work to do the tasks required on the job checklist and then go home. We make sure that they understand the point of their work, which is satisfying guests needs (HOM1).*

> *For me, quality is to meet or exceed guest needs and requirements. Ever since I worked here, I was always told that guest satisfaction is the key to business success. My supervisor always told me that we keep our jobs if we satisfy our guests requirements (HMOS1).*

The respondents' answers reflected that both hotel management and staff are customer-focused as both parties care about satisfying their customer needs. Looking at tables 5.1 and 5.2, it appeared that the hotel offers only 4.5% of the rooms for disabled guests, which is the lowest among the three hotels. Also, other services that may be required to guests are missing such as in-room mini-bar service, and a café. According to the HOM, the hotel management decided to supply a kettle, a couple of mugs, and tea and coffee sachets as they believed guests required such service in-room.

5.2.2. Case two

Both hotel operations manager and staff member agreed to define quality as meeting or exceeding customer needs. The operations manager believed that this definition of quality differentiate between 5-star hotels and less-rated hotel.

> *Most definitely, quality is meeting or exceeding customer needs. In the hotel business, it's all about the guest. This is how we get paid at the end of the day. No matter what we do, if the guest is not satisfied, then there is no point of what we done. I think what really makes the difference between a five-star hotel and any other hotel is guests' satisfaction. When you stay in four- or three-star hotel, you only get what is available there. In our hotel, we always seek to know what our guest may need and facilitate it. This is why we are a 5-star hotel. This is why we are the Grosvenor House (HOM2).*

> *I think I would define quality as meeting or exceeding customer needs. This is why I love this job. I can stand in the reception for a whole shift doing nothing but regular tasks and still didn't do my job properly; but when a guest comes to me and asks me to sort out his problem, this is what we are here for (HMOS2).*

The respondents' answers reflected that both hotel management and staff were customer-focused as both parties care about satisfying their customer needs. Looking at tables 5.1 and 5.2, it appeared that the hotel offers 8% of the rooms for disabled guests, which was the highest among the three hotels. Also, other services that may be required to family guests were missing such as connecting rooms.

5.2.3. Case three

Both operations manager and staff member agreed to define quality as meeting or exceeding customer needs. The hotel operations manager believed that even if hotel businesses have different standards, they all aimed to satisfy their customers.

> *Well, there is no doubt quality is meeting or exceeding guests' needs. It's the concept of this business. If you go to any hotel you will find different standards and different setting; but meeting guests' needs is the common goal for all similar businesses (HOM3).*
>
> *I think quality is meeting or exceeding guests' needs. It is important that we satisfy guests as they pay to get their needs met. I always treat guests the way I like to be treated if I was a guest in any hotel. This is how we keep our jobs (HMOS3).*

The respondents' answers reflected that both hotel management and staff are customer-focused as both parties care about satisfying their customer needs. Looking at tables 5.1 and 5.2, it appeared that the hotel offers 8% of the rooms for disabled guests, which was the highest among the three hotels. Also, other services that may be required to family guests were missing such as connecting rooms.

5.3. Quality barriers

5.3.1. Case one

The operations manager believed that one of the barriers to quality they face as managers is inconsistent staff performance. He reckoned that staff performance is affected by the volume of work. The busier it gets, the more inconsistent the performance becomes.

> *Staff performance is not always consistent in providing quality service. Even though we have performance measures that we use to ensure that staff members comply with hotel standards, we still find massive differences when we measure staff performance. We found that staff perform better and deliver quality service when it's quiet. They don't comply with all hotel standards when it's busy. We try to overcome this problem through training programmes. I think the more experienced staff members become the better quality they deliver (HOM1).*

The hotel operations manager quoted training as a good tool to help reduce the impact of the problem.

> *I think training can help maintain staff performance. It is always easy to find time to train staff off work, but it is never the same when training staff on duty. In general, I believe if staff are well trained, they would feel confident enough to do the jobs they are required to do and their performance would be more consistent even when it's busy (HOM1).*

The operations manager believed that another barrier to quality they face as managers is increased staff turnover level. He reckoned that staff turnover can be beneficial to a certain extent; but if it becomes too high, it indicated that staff were not happy or not committed enough to the organization.

> *The other problem we face is staff turnover. Personally I believe that staff may leave work either for healthy or unhealthy reasons. The healthy reasons, which we cannot do anything about them, can be that they may want to leave because they found a better-paid job elsewhere, or that they may want to leave because they have to relocate. I like to use the word "healthy" because any manager would always want new blood in the organization to maintain enthusiasm. The unhealthy reasons can be that staff do not feel committed enough to the hotel, or that staff feel unvalued in the hotel. I use the word "unhealthy" because those reasons cost me a lot, as a manager, in terms of trying to retain current staff who want to leave or finding other replacements elsewhere. We try our best to retain our staff and keep them committed to the hotel by motivating them to deliver the best quality service. To keep them motivated, we have several things in place (HOM1).*

The operations manager highlighted that motivating staff is a key to reduce staff turnover levels. He believed that staff recognition schemes help motivate staff and keep them committed to the organization.

> *We try to reduce turnover by motivating staff. For example, we have what we call an "appreciation day" which is held on a monthly basis where the HGM, myself and the HODs come at seven o'clock in the morning and stand in the back offices. We serve sandwiches, juices, tea and coffee to the staff as a gesture of thanks to them for working hard to deliver the best quality. We also go around the hotel at ten o'clock with a trolley of soft drinks to give the staff. We also try to maintain a family and friendly atmosphere, we organize Christmas luncheons for the staff (HOM1).*

The HMOS did not see any barriers to quality. She felt motivated and committed enough to the organization.

5.3.2. Case two

The operations manager believed that lack of skilled people to work in the hotel is a major barrier to quality that the hotel faces.

> *We face many problems that affect the quality of our service. Staffing, for example, is a major one. We always lack talented people in the industry. Skilled people would prefer to work in a better paying job with less physical work to do. A great deal of our staff are students. They are good learners but when they get their degrees, they leave us. They leave either when they relocate or when they find a job elsewhere (HOM2).*

The operations manager quoted that training and recruiting skilled staff through staffing agencies are ways to overcome the barrier through.

> *We try to overcome that through training. Also, we are in continuous search for skilled people to work for us; but because of the rigour competition we face, we have no choice but to go for agencies. Although it sorts out our problem, but it's not cheap and we cannot continuously count on them (HOM2).*

The operations manager also believed that most of staff lack good English language skills. Therefore, several problems could occur as a result of miscommunication with colleague, supervisors, or guests. He stated that the English classes are organized for those staff in order to reduce the occurrence of any miscommunication problems.

> *Another thing that we find challenging in hotel staff is that English is not the first language of many of them. As I said, they majority of them are students and we appreciate that. For that reason the hotel organizes free English classes for those who need to improve their English in order to make them more capable of meeting their organizational and guests' needs. The hotel regularly requires the assistance of agencies to supply more staff in busy periods. The agencies' staff are expensive to hire and not on the same expected level of quality understanding (HOM2).*

Another barrier highlighted by the operations manager is lack of decentralization. As the hotel is managed by an international hotel chain, he didn't have complete authority in terms of decision-making. He stated there is not much he can do about that as he was given a set of targets, which he must achieve.

> *We also have a problem when it comes to quality. As you know, the hotel is managed by Marriott Hotels. Sometimes we have decisions that come from above. Those decisions can relate to operations, budget, assets…etc. This doesn't happen on a regular basis but sometimes we have no control over those decisions. We are given a set of targets that we must achieve. We are authorized to make decisions related to operations but we don't have the complete freedom to change in the system or in the standard of the operations. That leaves our hand tied in some cases but not many (HOM2).*

As for the HMOS, she summarized quality barriers from her point of view in the presence of work overload. She stated that she didn't think it would be useful to communicate that problem to her supervisors because she reckoned managers only care for what's good for the business, more customers.

> *Personally, the only problem that I face is work overload. I can also speak for my colleagues in the same department because we all have the same problem. When it's quiet, we find it easy to satisfy guests' requirements. The problem is when it's busy. In this hotel, we could serve up to a thousand of people. We deal with in-house guests, outside customers, and suppliers. In this middle of all that, we also deal with our colleagues in the other departments. We have to meet everyone's requirements, which is a tough job to do. Generally, when it's busy, it's hard to look after everyone. It's even hard to do the job up to hotel standards. Obviously you can't anything about this to your boss because managers only care for more customers. They want to run their business this way (HMOS2).*

5.3.3. Case three

The operations manager believed lack of funds is a major barrier to quality. He thought that the chain's board of directors do not give him enough funds to make all the changes that he wishes to make. He stated that he had a limited budget that needs to be directed at the right expenses.

> *As a five-star hotel, the hotel has to meet its guests' expectations and to do that, we always need money to fulfil those requirements. The money comes from the owner and from the operating company of the hotel. We don't have many options to choose from when it comes to money. If there is a physical problem in the hotel that affects the guest's experience, then it has to be sorted out, i.e. sewage problem; but other than that, it is difficult to spend on quality without limitations (HOM3).*

The operations manager also believed that staff perceptions towards quality are variable due to the variability in their background. He stated that even if staff are extensively trained, training programmes cannot change staff attitude and behaviours.

> *Another problem we have is with our staff. As you know this city is full of students who come from overseas. They look for part-time jobs to be able to meet their living expenses. But because they come from different backgrounds, everyone acts based on his/her own background. Therefore, everyone will have a different understanding about quality. Therefore, the level of quality of service differs between one member and the other; we always find it hard to train them to deliver the same level of quality. You can change their skills but you can't change their attitude and behaviour. For example, in a very simple situation, if a guest asks for a pen to write something, a HMOS may give the guest a pen only, another one may give the guest a pen and paper, and another one may give the guest a pen, a paper, and a clipboard to write on. This would result in different expectations in the hotel guest's point of view (HOM3).*

The operations manager also believed that staff lacked ambition. He stated that staff only worked to pay their bills and they lacked determination to achieve job-related targets. As a result, staff were not committed enough to the organization.

> *There is another problem we have regarding staff. To run a good quality hotel, you need the right mix of people. People come to work here for money only. They mostly have no ambitions to achieve something in the hotel. Most of them are students, so they do it as part time. Full-timers work here just to pay their own bills and mortgages. Unfortunately, a hotel job isn't a job the best of jobs. This is why we lack skilled people who have the mentality to deliver good quality (HOM3).*

The staff member believed that he faced two barriers to quality in the hotel. Those barriers were the difference of guests' understandings toward quality and managers' apprehension towards costs.

> *Personally, I think everyone has his own understanding of quality. The problem I have in the hotel is that guests have that difference in understanding, which makes it difficult for us to meet every guest's requirements. For example, last month, a guest phoned me from his room and asked for a razor. He expected that the razor is free of charge because he believed that it should be. When I told him it is chargeable, he was not happy. Some other people would not mind if the razor is chargeable. That's why it's hard to satisfy all guests (HMOS3).*

> *Another problem I face is when I try to meet the requests of guests, but I get put off by my supervisor's concern with costs. In the same example, my HOD did not allow me to give the guest any compensation. Even though it is something that costs almost nothing, she (the manager) did not care about the guest's satisfaction as much as she cared about the cost factor. She told me that if the hotel guest was a regular, then may be we could give him any compensations; but if he wasn't a regular, then we couldn't. Because if we do that with everyone, the costs will accumulate massively (HMOS3).*

5.4. Information sources

5.4.1. Case One

In terms of sources of information, the operations manager stated that the QBS, GCS, and company policy are the main sources of information in the hotel. He believed they are the most essential elements for maintaining appropriate quality levels in the hotel. On the other hand, he believed staff would not need to have copies of the organization's strategies as it would be to much to understand and adhere to. He also believed that staff don't need a quality manual as the QBS does the same job.

> *The company's policy is important to a staff member as it helps him know his rights, allowances, holidays, sickness days, uniforms…etc. The quality brand standard (QBS) is extremely important to us. It's the bible of our operations. It is important because it is our reference book that we get back to. The quality auditing relies completely on how we adhere to the QBS (HOM1).*

> *Guest comment surveys (GCS) are also important to us. It allows us to identify the key requirements of our guests, what they need, what they don't need, how they feel about our level of quality. I always encourage staff to make contact with the guests to make the most of this tool. The more GCS cards we have, the better for us to improve quality (HOM1).*

> *Hotel strategies are only important to the big boys upstairs. It does not concern staff at all. Even if staff had copies of the company strategies, I reckon they won't do anything with them. Like I said, what concerns us is the, company's policy, the QBS and the GCS. This is how we obtain information and this is what's important for the operation (HOM1).*

> *There is no need for a quality manual, as the QBS does the same job. It would be too many documents for staff to comprehend and adhere to (HOM1).*

5.4.2. Case two

The sources of information in the hotel are the hotel QBS, the LSOP, GCS cards, and the company policy. The QBS was described as a working manual for hotel staff. It's is established by the hotel chain board of directors. It includes. The LSOP is another document that explains in a more descriptive way the QBS. It is established internally by the management team in the hotel. Every department has got a designated LSOP. GCS cards are survey cards that distributed to hotel guests in rooms, restaurants, and any other guest facility. Guests are asked to give their own opinions about the level of quality of the service they are having. There is no quality manual used in the hotel. Company's strategies is less important to staff.

We have our quality brand standard, which I would describe as a work manual. It's established by the head office. We must stick to it. It is very important here. It's about a hundred pages of working standards. It includes everything from answering the phone to staffing levels, levels of performance, room setting-up, and banqueting…etc (HOM2).

We also have LSOP. It's another set of documents of guidelines that explains the standards in more detail. There is an LSOP for each department. All LSOPs are available for staff to download from intranet (HOM2).

We also have GCS cards. GCS indicates what the hotel guest thinks about the quality of service in the hotel. We don't have a quality manual. Hotel strategies are not as important as the QBS and the GCS (HOM2).

Another thing that we must adhere to is the company's policy. Although it doesn't encounter quality as much as the other source do, but it still is important to the running of the business. I would personally link to quality as well (HOM2).

5.4.3. Case Three

The sources of information in this hotel are the hotel's QBS, reports, statistics, newsletter and the hotel's GCS cards. According to the operations manager, the hotel's QBS is the most important piece of document for staff. Staff also have the chance to check the reports and statistics that reflect the position of the hotel as a business in the market. There is no quality manual in the hotel and the organization's strategies are only important for the top management level.

> *We have the QBS, GCS cards, newsletters, reports and statistics. All these are good sources of information. We make our decisions as managers based on these sources. Staff also need to get information off these sources to be able to do their jobs as required. Obviously, for staff, QBS is the most important piece of document. However, it's good that staff know things about how we are doing in the market as a business from time to time. They know that from reports and stats. We don't have a quality manual here. Only the top managers would be interested in the company strategies (HOM3).*

5.5. Quality management processes

5.5.1. Case One

In terms of using a QMS, the operations manager stated that such a system is not used in his hotel operations. He believed that the use of such a system requires a designated quality department to run it. He believed that the function of a QMS can still be implemented in his hotel without the need to run a QMS.

> *We don't have a quality management system here. We would need a quality department to run it. Nevertheless, I think we run the same activities that can be found in a quality management system. So I don't think we would need one here (HOM1).*

In terms of the quality planning process, the operations manager stated that there is no quality department in the hotel designated for the implementation of this process. The activities involved in quality planning, however, are implemented by the marketing and sales department such as benchmarking. Even though, he added, the "quality wins team" does have quality planning duties such as mystery shopping with competitors who ran similar operations and have similar facilities.

> *We don't have a quality department to do quality planning.*
> *Nevertheless, people in the marketing and sale department*
> *do quality planning activities such as benchmarking. The*
> *"quality wins" team also implement quality planning activities*
> *such as mystery shopping. We do that to check on our*
> *competitors and see what they do for their own guests. We*
> *want to see where we stand in the market; and this is a very*
> *good technique (HOM1).*

He stated that those activities are used for the purpose of evaluating what competitors offer their guests and where they stand between them in order to establish an overall image of the direction that the hotel management needs to go to improve quality. The operations manager admitted that these activities are not hotel-wide as they are implemented only through the dedicated quality assurance team. The team members look at what appropriate concepts they can use when establishing the design of a new product/service, or when developing an improvement plan for an existing product/service, i.e. the menu. The team members then meet with the HOD involved in the new/current product/service and discuss their findings with him/her. They provide him/her with ideas they came up with which, in a sense, saves the HOD's own time.

In terms of quality control, the operations manager admitted that they do not have a dedicated quality department that would implement quality control. He added that any monitoring activity is conducted by the HOD in his/her own department. He added, however, that any monitoring process is done systematically using procedures already stated in the QBS. When a defect is discovered in the staff member's performance, the HOD is responsible for coaching the staff member and provide some training if required.

The operations manager stated that the process is not hotel-wide. This is because only one person in every department is responsible for the implementation of the process, and staff are not allowed to self monitor. He explained that operational departments, i.e. front office department, implement the process through the HOD. In other departments, i.e. sales, the process is implemented through the operations manager himself directly. He also stated that SPC, Pareto Analysis, Cause-effect analysis, and Deming wheel techniques are not used in his hotel.

> *This is something a quality department would do. We don't have a quality department here. However, any monitoring activity is the responsibility of the HOD in his/her own department. The HOD detects any poor performance in staff. He/she is responsible for coaching staff members or even providing or organizing training programmes for them if required (HOM1).*

In terms of quality improvement, the operations manager stated that it is an important process in the hotel. The process is implemented through two approaches. He stated that the process is on of the responsibilities of the "quality wins" team. After team members identify areas where failures occurred, the team is responsible for developing a plan to improve the performance of staff in that particular area. The other approach is through the staff suggestion scheme. Staff are allowed to submit their own suggestions and views about how to improve the quality of service. Staff members are also rewarded for those ideas if they were implemented. The operations manager stated that the first approach is continuous, unlike the second approach; as they can't implement it continuously due to the costs factor.

We have are two ways of improving quality here. The quality wins team develop a plan to improve the performance of staff, or improve the service, in a particular area where improvement is needed. We also allow staff to make suggestions and feedback regarding the level of service here and how to improve it. They have great ideas to consider (HOM1).
Obviously, we can't put any idea in practice, so we do it as a competition. We reward the owner of the best idea from £25 to £75, only when the idea is implemented. The quality-wins team decides the quality monthly winner. Unfortunately, the procedure cannot be regular for budget reasons (HOM1).

In terms of quality assurance, it is implemented through the use of the assembled cross-functional team "quality wins" as well. The team is assembled of eight people. The team is lead by the operations manager himself. The team members are the HR manager and six other staff members from all departments. The team is responsible for identifying key areas where failures occurred, study the causes of those failure and work together to eliminate the causes; so that the failure does not occur in the future. The quality assurance process is implemented organization-wide as it involves staff from all departments represented by the members of the quality assurance team.

Like I said in the beginning, we have the "quality wins" team. It's a team of eight people from all around the hotel. We check the GCS cards to see what areas had poor quality in them. We look at the causes, and try to come up with ways to sort this out so it doesn't happen again (HOM1).

The quality auditing is described by the operations manager as the most important process in the hotel. The process is conducted by an external auditor. The auditor examines how hotel staff adhere to the QBS and then the results are put on a spreadsheet where the hotel is given a final score. The quality auditing process is not organization-wide as it does not involve staff members. The process is outsourced to reduce costs and to overcome lack of expertise.

> *Quality auditing is the most important and nail biting activity in the hotel. This is how the big boys know if we are doing good or bad. It is done by an agency, where an auditor, covertly, checks into the hotel; stay for a couple of nights; examines the quality of our service like the housekeeping and the F&B…etc. He keeps on taking down remarks about the service. Obviously he would have a copy of the QBS. Then at the end of the auditing, he comes down to the reception; reveals himself to the reception team and requests to speak to the manager. This is where I make my appearance as I sit down with him/her. He then starts, in front of me, to put down his remarks on a points-based system. The points are added at the end. Based on the score, we would know if we pass, need re-auditing, or fail and need extensive training programmes.*

> *There is some unfairness with the auditing, but we can't do much about it. For example, during the last quality auditing process, the auditor checked-in the hotel. During the checking-in procedure, the receptionist should normally ask the arriving guest of what the guest's car registration number is. The receptionist spotted the guest being dropped off by a taxi prior to the guest's entry to the hotel. As a result, the receptionist, not knowing that the guest is actually a covert quality auditor, thought it would be a silly question to ask which may reflect bad manners towards the guest, so he didn't. Consequently, when the auditor revealed herself to us, she marked the receptionist down for not asking that question. If the receptionist followed the QBS precisely, we wouldn't be marked on that bit. This is why quality auditing may sometimes contradict with quality itself (HOM1).*

> *We contract an external agency to do the auditing for us
> because it's cheaper for us plus we haven't got the
> appropriate human resources to do it (HOM1).*

5.5.2. Case two

In terms of using a QMS, the operations manager stated that it is not needed in his hotel. He believed that quality should not be centralized in one department but instead be integrated in every department. He believed that every department runs a different operation than the other and so, there is not point of consolidating quality practices of all these operations into one department.

> *I reckon we don't need one. I think quality should not be
> centred in one department. It's because every department
> has its own operation, which is different from other
> departments. Consequently, quality would have particular
> standards in every department (HOM2).*

In terms of quality planning, the operations manager admitted that quality planning is not a process that is implemented in his hotel. He believed that such a process is convenient with manufacturing organizations that have a designated quality department. He believed that planning activities are conducted by the managerial team in the hotel; but quality is not the main focus. He added, however, that most of the changes done as a result of these planning activities can have their positive impact on quality eventually. He also stated that the process is not organization-wide as no staff are involved in it.

> *We do planning, but not quality planning. I think it's not relevant to our type of work her as this business is based on providing services mainly. Quality planning is more likely to be a manufacturing sort of activity. It can fit in with companies like Dell, Vauxhall, Nokia…etc. I don't think it fit in here. We do have planning in the management team. We meet on a weekly basis; we discuss major issues in the hotel such as events and groups…etc. we then come up with some decisions, which may have a good impact on quality; but it's not a quality team meeting (HOM2).*

In terms of quality control, the operations manager identified the hotel's performance review a major tool the HOD uses to ensure staff are committed to the QBS. It is based on nine competencies in which staff must comply with such as hospitality values, quality, job knowledge, loss prevention, communicating openly, and initiatives. The operations manager admitted that the process cannot involve allowing staff to participate in it because this would reduce the efficiency of it. He agreed, however, that the process is hotel-wide because it is part of the activities done in all hotel departments. He also stated that SPC, Pareto Analysis, Cause-effect analysis, and Deming wheel techniques are not used in his hotel.

> *It's not quality control per se. We do monitor our staff using the performance review technique. All staff have regular assessments using this technique, which helps us measure their compliance to the QBS and the policies. This is where training comes handy. These assessments highlighted some gaps that some staff had such as language problems. We then respond to that by implementing quality improvement actions and training (HOM2).*

In terms of quality improvement, the operations manager stated that the process of quality improvement is part of the tasks implemented by the management team in the hotel as well as quality planning. If quality improvement is needed in a particular service, they team assigns one of the member to be responsible for implementing the improvement process. If quality improvement is required for staff, the HR manager (a member of the management team) is responsible for arranging the training for these staff. The operations manager also added that the process is not hotel-wide and staff cannot be involved in it because, as well as quality planning process, it should be done by experienced people in the hotel and the best people for the job, from his point of view, are the HODs.

> *We improve quality through the management team as well. If we find that there is a problem with some points in a particular service, we empower one of the team members to do the job and give us a report at the end. If the problem is with staff performance, the HR manager, who's also a member, is responsible for training them. I don't think staff should be involved in such a thing. it's not their job and they need massive experience to be able to do it (HOM2).*

In terms of quality assurance, the operations manager stated that the process is only implemented in the head office. According to him, there is a team in the head office that is responsible for logging any guest complaint in what they call a "guest response system" which record every complaint a guest made before and link them to the guest's profile on the hotel's PMS. The main purpose behind this is to inform the hotel chain's board of directors with any information that may affect the service levels internally and consequently financially, and to avoid any future failures when he/she checks in any other hotel of the same chain.

> *Well, quality assurance is something we don't do here. There is a department in the head office that is responsible for doing that. All the guest comment survey cards are mailed to that department. People there analyze those cards using some techniques that they have for that purpose. After that they send us a report with the results of that survey. So this is something that is done outside the hotel parameter (HOM2).*

In terms of quality auditing, the operations manager believed that it is the only process that measures the compliance of staff performance to QBS. He also added that the process is implemented to test the hotels' abilities and staff performance in relation to meeting the requirements of the QBS. The process is outsourced because the hotel does not have qualified internal auditors and there is no enough time or money to train internal auditors.

> *We do have quality auditing. It's done by a specialized agency. They give us the results at the end. We know what needed to be done afterwards. We cannot do it ourselves as we don't have the manpower. We don't have the money or time to train them either (HOM2).*

5.5.3. Case Three

In terms of running a QMS in hotel operations, the operations manager stated that it can't be run in his hotel as it would need funding. He also believed that as long as everyone in the hotel is doing his/her job as he/she is supposed to, there would no need to run a QMS.

> *There aren't any quality systems here or in any Hilton hotel, as far as I am aware. It requires massive funding and to be honest, I don't think we need it. at the end of the day, if everyone here do their jobs as they are supposed to, then quality is achieved (HOM2).*

In terms of the quality planning process, the operations manager stated that quality planning is not implemented in the hotel but in the head office. He stated that the head office is responsible for planning and implementing any major changes in the hotel.

> *We don't do quality planning. The head office does. The team we have is to sort things out. Team members can change minor things such as the price of a meal or the design of the food menu. They can't make major changes such as adding a new service or making some refurbishments in the hotel. These things must be authorized by the head office (HOM3).*

In terms of quality control, the operations manager stated that the responsibility of monitoring every individual's performance in a department falls under the authorities of the HOD. He also added that the HOD is responsible for maintaining the consistency of staff performance his/her department. He believed that staff should not be involved in such a process because he thought that staff should not be allowed to self-monitor. He believed that this would initiate randomized performance. He also stated that SPC, Pareto Analysis, Cause-effect analysis, and Deming wheel techniques are not used in his hotel.

> *HODs are responsible for monitoring their own staff. I don't think staff should be allowed to self-monitor, it would be chaotic (HOM3).*

In terms of quality improvement, the operations manager stated that it is implemented through the management team. Again, he stressed that the team cannot make major changes unless authorized by hotel chain board of directors. He also believed that staff should be involved in the process as this will overload them with too many activities. He believed this will negatively affect staff performance.

> *Again, HODs are responsible for improving quality. As I said before, they cannot make major changes unless authorized by the head office. I also don't think staff should be involved in this as it overload them with too many things to do; their performance could be negatively affected (HOM3).*

In terms of quality assurance, the operations manager stated that it is implemented in the hotel through the cross-functional quality team of the HODs. He believed that staff should not be involved in this process, for the same reason as in quality improvement.

> *We only have the team of HODs. They do investigate where things went wrong and try to fix them. As I said before, staff should not be involved in anything like that for the same reasons as the other processes (HOM3).*

In terms of quality auditing, the operations manager stated that it is a very important process. He stated that the hotel uses quality auditing as an indicator of quality levels of the service as it reflects what needs to be improved in the service in order to be complying with the hotel's QBS. He agreed that the process does not measure the hotel's guest satisfaction, yet it still is a very important process because passing it means that the hotel complies with the organizational standards. The operations manager stated that the process is conducted by an external agency. He believed that this gives the process more credibility and avoids any bias. He also thought that contracting a professional agency to do the job enables the hotel to identify key issues in the product/service that need to be improved. Those key issues wouldn't be as accurate as if they were identified internally. The process is outsourced to reduce costs and save time.

> *It is one the things that we do here to know how much we match the standards of Hilton. I know, the process does not measure the hotel's guest satisfaction; yet it still is a very important process because passing it means that we are doing a good job. The process is done through an external auditor to save money and time (HOM3).*

5.6. Summary

The purpose of this chapter is to achieve the third objective of the thesis. The objective was to explore how hotel managers and staff approach quality management in 5-star hotels. In order to achieve this objective, the researcher aimed to: explore how hotel managers and staff would define quality; explore the major quality barriers that hotel managers and staff face; explore the sources of information that hotel managers and staff need to deliver quality; and to explore how hotel managers approach quality management processes in their hotel operations.

In order to achieve that objective, a multiple case study was conducted in three 5-star hotels in the UK. The three hotels are managed by different hotel chains: Principal Hayley (case one), Marriott Hotels (case two), and Hilton Hotels (case three). The researcher obtained information through semi-structured interviews with two hoteliers in each case. Those hoteliers are the Hotel Operations Manager and the Hotel Member of Staff.

The next chapter is concerned with the achievement of the fourth objective of the study, which is to explore the critical success factors and quality management processes relating to the introduction of a TQM culture in 5-star hotels.

6. Explore the critical success factors relating to the introduction of a TQM culture in 5-star hotel operations.

6.1. Introduction

As explained in chapter four, the researcher adopted a multiple case study approach to achieve the aim of the study. The study was conducted in three 5-star hotels in the UK. The purpose of this chapter is to achieve the fourth objective of the thesis, which is to explore the CSFs and quality management processes relating to the introduction of a TQM culture in 5-star hotels. The researcher proposed a set of CSFs represented as "TQM enablers" in the conceptual framework in chapter three. In this chapter, the researcher aims to explore how those enablers are approached in 5-star hotels by managers and staff. The information was obtained from three members of staff in each of the hotel case studies: the hotel operations manager, the HR manager and a staff member.: the hotel operations manager, the HR manager and a staff member. In case one, the staff member was in the reception team. In case two, the staff member was in the restaurant team. In case three, the staff member was in the reception team.

The researcher interviewed each respondent, in each case, individually. The majority of questions were asked to both hotel operations managers and staff members. The HR managers were only asked questions related to their field of work such as communication and training.

6.2. Teams

6.2.1. Case one

The operations manager highlighted that assembling a cross-functional team is a regular process used in the hotel. The team is assembled to improve quality in particular areas where service failures occurred, in order to close the gap between what the guests expected and what they had in terms of quality products/services. The team meets on a weekly basis. He believes it's important to assemble teams as this would enlarge the circle of thoughts and ideas. He believed assembling teams can achieve the four objectives of TQM.

> *We have what we call a quality-wins team. It's a team of eight people that is lead by me with the assistance of the HRM. The team includes six other people who come from all departments, one from each department. We meet every week to look after one or two departments that need improvement in terms of quality. The objective is to analyze hotel guest feedback and then act upon it. The team focuses on all problems and issues that need to be resolved in the department(s) and then it develops a plan to improve quality in this department. The team also works on any project where it plans to introduce a new product/service in the hotel (HOM1).*

> *I think that assembling teams is beneficial. As a manager, it gives me a chance to share ideas with other team members. Ideas generated by eight brains are more focused and constructive than ideas generated by one or two. I think it helps us achieve the four goals, not just one or two (HOM1).*

The staff member expressed her satisfaction about being part of her departmental team. She believed the business needs cross-functional teams to help improve quality.

> *I do feel as part of a team. We all go after the same thing. I am happy to work with my colleagues. As for the "quality wins" team, I do see the need for such a team. They sit down and try to think about what can be done to improve the quality of service. They try to see where things went wrong and fix it. I am not a member in the "quality wins" team as I haven't worked that long in the hotel, but I do wish I become one someday (HMOS1).*

6.2.2. Case two

According to the operations manager, no teams are assembled in this hotel for any quality-related purposes. The only cross-functional team available is only assembled to prepare for in-house events. The manager does not believe assembling quality teams affects TQM.

> *The only team assembled in this hotel is the HODs team. The HODs meet on a weekly basis to discuss the hotel's preparations for in-house events, or on a monthly basis to discuss the feedback from the guest comment surveys in order to improve quality. The team does not include any staff members because hotel staff are too busy to participate in such teams and I prefer that they remain focused in their own departmental teams rather than being thrown into another activity which may make them become dysfunctional (HOM2).*

> *I think quality is not about assembling teams. It's all about satisfying guest needs. We have a brand standard in place that is designed to help us achieve quality service. If everyone does his/her job as required, we will deliver quality service without the need to assemble any quality teams (HOM2).*

The staff member stated that she did not want to be part of any quality teams as she feels this would overload her with extra tasks. She thinks she would only join such a team if she is paid to do so. She felt as part of her team and she is happy with what she delivers.

> *I am quite happy with the team I work with now. I think the idea of a quality team is good but it will only overload me with more things to do if I join it. At the end of the day, I belong to my department and this is where I should work. I get paid to work in this department, and unless there is extra pay for me working in such teams, I will not be interested (HMOS2).*

6.2.3. Case three

According to the operations manager, a cross-functional team is assembled in the hotel for the purpose of problem-solving. The team includes the HODs or their assistants. The team meets on a monthly basis. He believed that such a team should not include any staff members at all. The reason being is that such teams need experienced people in the industry who also have authority, according to him. He thought that staff members would not have the required level of expertise. He also believed that assembling teams is important to achieve TQM objectives except for staff satisfaction.

> *We do have a problem-solving team. It includes the HODs or their assistants. They meet every month to discuss the events in the hotel and how to ensure that everything delivered to the guest is up to the standards. They are required to ensure that everything is in place in terms of quality in order to improve the guest's experience (HOM3).*

> *Absolutely, I think this is a very important way to deliver good quality. We should go after quality all the time. If we get lazy in sorting out our problems, we will loose customers and also we will struggle in the market. I think assembling teams is important to achieve all these goals except staff satisfaction (HOM3).*

On the other hand, the staff member stated that he does not feel as part of his departmental team as it lacks fairness and discipline. He also thinks that cross-functional quality teams are useless if staff are not allowed a chance to participate in them.

> *I wasn't told that there is a quality team in the hotel before. I don't know that such a team exists and, honestly, I don't care. Frankly, I am struggling to operate in my existing team. I feel that I work on my own. Everyday I come to work; I do the job and just go home. I don't feel that I am part of my team because I always see that some people who are close to the supervisor can get away with things while other people cannot. In this hotel, if you don't do your job properly but your are liked by the manager, then it's enough (HMOS3).*

6.2.4. Team assembly as a CSF

From the above, most hotel managers believe that assembling cross-functional teams is important for a TQM culture. Most hotel managers believe staff should not be involved in such teams. On the other hand, most hotel staff members believe that assembling cross-functional quality teams should not include them. Most of them, however, believe that such teams are important to TQM though.

6.3. Leadership

6.3.1. Case one

The operations manager believes that a good leader is someone who motivates team members to achieve the organizational objectives. He thinks this is very important to achieve TQM and that it will help achieve all targets of TQM.

> *I think a good leader is someone who can motivate people to go after specific targets of the company. People enjoy working with good leaders. A good leader maintains team spirit and family environment within the team he/she runs. It is definitely important to have leaders on board the company as this will help us retain staff. I believe people get committed to other people at work, but not to their employer. So if we have a good leader, we have committed people. This is obviously good for quality and I think it achieves all goals of TQM (HOM1).*

The staff member described a good leader as someone who can communicate with them and care about them. She believes that leadership affects TQM as it helps to increase staff satisfaction and consequently customer satisfaction.

> *Well, a good leader always listens to you when you have issues. She gives you time and space to express yourself. If I do something wrong, she doesn't penalize me but instead she gives me the chance to explain my view. A good leader is someone who keeps a friendly atmosphere and makes people want to come to work. It surely is important to quality. A good leader would make you happy at work. If you are happy, you will look after the guests. I think this is quality (HMOS1).*

6.3.2. Case two

The operations manager believes that a good leader is a person who motivates staff and cares about them. He believes that this is an appropriate tool to achieve TQM as it helps to achieve staff satisfaction. However, he thinks that this is not enough to achieve the other objectives of TQM.

> *I think being a good leader means that I motivate my staff and treat them nicely to help them deliver good service. It is important to know that if you look after your staff, they look after your guest. So I think it is important for achieving TQM (HOM2).*
>
> *I think a good leader helps you to achieve staff satisfaction. But I think leadership cannot achieve the other targets on its own. You have to have other things in place (HOM2).*

The staff member believed that a good leader is a person who knows how to communicate with people. She thinks that a good leader can maintain a good working atmosphere within the team. She believed this would affect TQM.

> *I think a good leader is someone who knows how to communicate with people in the team. She is someone who can make you feel comfortable doing your job without any stress or overload, and vice versa. I think a good leader can indirectly help us achieve quality (HMOS2).*

6.3.3. Case three

The operations manager believed that leadership means the skill of motivating a group of people towards achieving organizational objectives. He thinks leadership is not linked directly to quality as it's only good for staff. He thinks managers do not benefit anything from leadership.

> *I think a good leader is someone who has the skill to drive a group of people to achieve certain goals. It may be good for staff as it keeps them working and doing the right thing, but I think it's less beneficial to us as managers. I don't think it relates to quality (HOM3).*

The staff member believed that to be a good leader, one should be very skilled and experienced to deal with staff. A good leader is a person who knows how to communicate with people in order to encourage them and make the most of their efforts. He believed that leadership is not important to achieve TQM goals.

> *A good leader, from my point of view, is someone who knows how to communicate with people, encourage them to make the most of their efforts, and above all be fair with them.* A good leader should be fair and understanding to everyone in his/her team and more than willing to help when anyone of his/her team needs help. *Although my supervisor doesn't not have the same skills, I still have to do my job as I am required to. So, I think leadership would not make any difference regarding quality (HMOS3).*

6.3.4. Leadership as CSF

Most hotel managers defined a good leader as someone who has the skill to motivate a group of people to achieve organizational objectives. On the other hand, all staff believed that a good leader is someone who can communicate with them and maintain a friendly atmosphere.

6.4. Staff empowerment

6.4.1. Case one

Managers use two approaches to empower their staff. They delegate staff to participate in the decision-making process. They also allow staff to submit their own suggestions and ideas on how to improve the quality of service. He believes that staff empowerment helps achieves staff satisfaction.

> *We always give staff the chance to make their own decisions, in certain situations, without getting back to us. We had an incident where a guest who was using the spa wanted to buy swimming shorts but the spa shop ran out of them. The receptionist, without any interference from anyone at all, took the initiative to go out and use some petty cash to buy some shorts for the guest. The receptionist didn't ask anyone what to do; but he was fully empowered to act upon the situation to do whatever is necessary to make the guest feels that he is looked after. I always encourage my staff to take any necessary action in order to satisfy guests' needs. Most definitely, it is a good way to satisfy staff (HOM1).*

> *In order to encourage people to take actions, we arranged to open up a bank account for each department just to get people to understand the idea of making the decisions without worrying about being penalised for any mistakes they make. They were designated for exceeding the guests' expectations in order to make a big difference in their overall stay experience. This bank account was used several times by our staff. I remember last month we had a guest who was passionate about golf and he was staying at the hotel to practice the game in a golf course nearby. He showed his passion about the game as he was talking to the hotel's housekeeper who then acted upon her own initiative to exceed his expectations. She went out and she used the bank account of her department to buy a golf magazine as she thought it'd be a nice touch (HOM1).*

> *We also allow them to express their views and ideas on how to improve the service. Those ideas are looked at on a monthly basis. The owner of the best idea is rewarded in the annual luncheon. We don't allow them to self-monitor though (HOM1).*

The staff member sustained her manager's claims. She expressed her satisfaction about the level of empowerment she is experiencing in the hotel. She gets the opportunity to make decisions in order to achieve customer satisfaction. She gets the chance to submit her suggestions on how to improve quality in the hotel.

> *I am quite happy with the way work is done around here. I can make decisions and do whatever is necessary to meet guests' requirements. I also have the chance to express my views and ideas on improving quality (HMOS1).*

6.4.2. Case two

Managers in this hotel do not empower their staff in any form. The operations manager believes staff empowerment is a privilege that staff don't deserve unless they become senior. He believes staff need to have massive experience in order to be empowered. He also thinks that staff empowerment is not needed to achieve TQM. He thinks staff do not need to be empowered to do their jobs.

> *We can't give staff these kinds of privileges. Maybe senior staff can practice empowerment to certain levels. I believe staff should have the knowledge and understanding of the operation first before asking to be empowered. It's a tough decision to allow your subordinate to act without getting back to supervisors. This is something we cannot afford to have. They should also maintain appropriate levels of communication with their line managers (HOM2).*

I don't think empowering staff is related to quality. Staff don't need to be empowered to do their jobs. We train them, pay them wages, and give them the tools required for the job. To me that's what's needed (HOM2).

The staff member sustained her manager's claim. She can get apprehensive regarding making decisions on her own without getting back to her manager. She believes this is a major responsibility that can increase the job stress.

I think it's a big responsibility that I cannot handle. Besides, it adds up to job stress, which is something I personally can't afford. I'd rather be told what to do and do it than to act on my own and make mistakes. At the end of the day, the hotel pays me to do that, and I am happy to do it (HMOS2).

6.4.3. Case three

In this hotel, staff are empowered through one approach. Managers allow staff to participate in the decision-making process without getting back to their supervisors. He believed that staff empowerment is beneficial to achieve TQM objectives.

Staff are fully empowered to make decisions on their own without any interference from us. This is a good way to give staff the experience and confidence they need to do the job. I think it's very helpful to quality. We can afford any mistakes that happen in return. In fact, I am quite happy to be liable for any cost that result from empowerment. I don't think, though, that we should allow staff to submit ideas and suggestions on the service. Because even if they do that, we won't be able to put them into action as this is something the head office does, not use. So I think there is no point. Empowerment is in general beneficial to TQM (HOM3).

The staff member, on the other hand, denied the existence of any kind of empowerment. He claimed that is not allowed to make decisions on his own at any level without getting back to him.

> *I don't get the chance to make decisions on my own. My supervisor would penalize me if I do anything without getting back to him, or at least the shift leader. The system here is too strict in this matter. This one of the things that makes me don't feel committed at all to the hotel (HOM3).*

6.4.4. Staff empowerment as a CSF

Most hotel managers believe staff empowerment is a key to achieve TQM. Most hotel managers empower their staff by allowing them to participate in the decision-making process and/or submitting their own views and suggestions on how to improve the quality of service. Most staff feel satisfied about levels of empowerment they experience in hotels.

6.5. Communication

6.5.1. Case one

The operations manager believed that communication levels in the hotel are appropriate and go both ways. They encourage verbal communication as it delivers the right message. Other communication methods such as phones, e-mails and internal mail are available. The operations manager strongly believes that appropriate communication levels lead to achieving TQM objectives.

I think here we have a very good communication atmosphere. We have several methods to communicate with each other such as e-mails, internal mail, and phones. We also have an open-door policy and we encourage everyone to talk rather than do it in writing (HOM1).

Here, we care about sharing information with our staff. For example, we have what we call a "line-up". Although it sounds formal, but it is a very good tool that enhances communication with staff and sharing any information with them. Every member in the "quality wins" team goes around the departments and attends formal departmental meetings to inform staff about the project he/she is doing and to seek feedback from them that may help him/her in the project. (HOM1).

Most definitely, good communication means good quality. If the wrong message is being delivered, then problems will arise. I think communication leads eventually to all these goals (HOM1).

The HR manager agreed with the operations manager. She believes that verbal communication is vital and more appropriate than other methods of communications. She stated that training programmes emphasize verbal communication within staff to encourage them to use it.

Personally, I think communication is vital to get things done here. In one of our staff training programmes that focus on communication, we group staff together to play "Chinese whispers". Although it sounds like childish but it's a very good tool we use to emphasize communication between staff. We share information adequately and efficiently. It is very important for us to ensure that everyone is aware of what's going on the hotel (HFM1).

There are several methods in place. The most convenient method is face-to-face communication. We believe that body language plays a good role in delivering the right messages. In addition, we also have internal mail, telephone, and e-mails. But I think face-to-face communication is the most appropriate (HFM1).

The staff member is satisfied with communication levels in the hotel. She is allowed to communicate claimed that information is shared adequately between management and staff in the hotel. As a result of that, she believed she becomes more involved in the hotel operations.

> *I am quite happy with communication between me and my manager. If I want to speak to the manager, I just go and knock the door. It makes a big difference for me being heard. It makes me feel valued and more committed to the company. We have all sorts of communication here, but I personally prefer to go straight to the person and talk to him/her (HMOS1).*

6.5.2. Case two

The operations manager described its levels as perfectly maintained in the hotel. He believed that communication between managers and staff is a two-way traffic. According to him, staff suggestions and feedback are seriously taken on board (informally). He quoted communication as one of the means that the HMT uses to develop our service all the time using all possible means. He also encourages verbal communication.

> *Communication is perfectly maintained here. I think communication between staff and managers is in both directions. We always welcome feedback from staff and we take them very seriously. I think communication can be linked very much to quality. We need to communicate with everyone to know what requirements that we need to meet. For example, I will never authorize an emergency holiday to a staff member unless someone lets me know what happened. We have all sorts of communications here but I personally encourage verbal communication (HOM2).*

The HR manager also agreed that communication is a well established in the hotel. She believes that large hotels are in more need of efficient communication systems to avoid service failures. She stated that communication can be by e-mail, phones, internal mail, and verbal communication.

> *Of course, communication is a well established process in Marriott Hotels. Everybody knows what's required of him/her. It is essential to have good communication in a large hotel like ours. We have over four hundred rooms here and without a good communication system, service levels would drop. We communicate via e-mail, pigeon holes, telephones, and of course the face-to-face communication (HFM2).*

The member of staff agreed to what her manager and HR manager previously stated. She believes that communication is important as it enables her to know information that is essential for her job. She is satisfied with the level of communication between her and her manager. She believes communication increases her commitment to the hotel. She also believes that face-to-face is the best way to share information.

> *Yes, I am happy with communication between me and my manager. It's both-way. For example, last week I received an e-mail from my mother in Turkey telling me that she wants to visit me next month. Obviously, I couldn't say no to her, so I needed to arrange my holiday at the same time she is coming. I went to my manager, spoke to her, and asked if I can take a couple of days off. Although, we have a procedure in these cases, that we should book our holidays at least 3 months in advance, she was so nice to me that she gave me the holiday that I wanted. This kind of communication makes me love to work here plus the money of course. I also share information with her. Sometimes, she asks me about my opinion in some things in work. I think the best communication method is face-*

to-face. You can't believe how many times the notice board saved the day. It is very useful especially in the F&B operations, because sometimes it's too busy that you don't have enough time to deliver messages to your colleague in the same department. It is very useful when you want to deliver a message to a large number of people (HMOS2).

6.5.3. Case three

The operations manager and the HR managers agreed that communication levels in the hotel are satisfactory. The operations manager agreed that communication is needed to deliver appropriate levels of quality. He believed that communication is need to inform staff of what's needed to be done and how to do it.

> *Well, I am happy with communication here. I mean having an open-door policy is good evidence that we practice good communication with staff. I think there are times where communication should be one-way traffic and there are times where it can be two-way traffic. When it comes to running the operation, I think communication should be a one-way traffic. I mean let's face it, you don't want to have hundreds of opinion at a busy time. When we want to deliver messages to staff, we either meet with them, phone them, or put anything we want to say on the notice board. Obviously, the method we use depends on how busy we are and how important the information is (HOM3).*

> *Yes, I think communication is linked to quality and TQM. you need communication to tell staff what to do and how. Without communication, I think it would be chaos here (HOM3).*

> *The Hilton Hotels have always been a role model for other chains in terms of communication with staff. Obviously, we have many methods of communication. We have the notice board, the pigeon hole, telephones, and meetings. Training is also a way to deliver certain messages to staff such as complaint handling…etc (HFM3).*

On the other hand, the HMOS described communication levels in the hotels as not satisfying enough to him as an individual. He added that it is always going the same direction (managers to staff only) and he was never allowed to give his opinion about something.

> *I don't think there is any kind of communication between staff and managers. I can speak for all of us here. I am not allowed to give any feedback whatsoever. If I want to speak to the general manager, I will have to make an appointment. Communication is definitely one-way traffic here. When they want us to know something, if they do, they put it on the notice board. Meeting are held with staff only to inform them of what to do. It's all about orders here. You would make your life harder if you try to resist orders. It's like a prison here (HMOS3).*

6.5.4. Communication as a CSF

All hotel managers agreed that communication levels in their hotels are satisfactory. The highlighted methods of communication were notice boards, e-mails, internal mail, telephone, and face-to-face communication. Most hotel staff have also expressed their satisfaction towards communication levels in the hotel.

6.6. Training

6.6.1. Case one

Both on-the-job and off-the-job training approaches are conducted in this hotel. The operations manager believed that on-the-job training is more effective. He believed that the problem with training is lack of time spaces as staff in some departments are busy most of the times. He also believed training is important to staff and hence to achieving TQM objectives.

> *Well, we don't focus on a particular training method. We do both methods here. I think on-the-job training is more effective as you get more involved in the job. We also do off-the-job training to train staff on general issues such as communication, quality…etc (HOM1).*

> *I think the problem with training is time. You cant have all staff in all departments available when you need them for the training. If staff are on duty, depending on the department they work in, you may be able to grab them for 15-20 minutes maximum. For example, we have no problem training housekeeping staff because they finish almost 90% of their work by the time the training session starts. However, we struggle to get the F&B staff to have training as they are always busy (HOM1).*

> *Most definitely, it's important to staff. I mean this is the best way to prepare our staff to deliver the service with the quality that we and the guest expect. So I would say training can achieve customer satisfaction directly, and the other goals are achieved indirectly. I am not sure it has anything to with staff satisfaction (HOM1).*

The HR manager agreed with the operations manager that both approaches of training are used in the hotel. She believed, however, that not having a dedicated training officer who works only for the hotel is a major problem in training. She also agreed that training helps achieving TQM objectives.

We use both methods actually. Some training programmes involve off-the-job only; other training programmes involves both off-the-job and on-the-job (HFM1)

The problem with training is that we didn't have a dedicated training officer here in HR. We have someone assigned by the head office who comes every month to do training for 3-4 days for all staff. Obviously we struggle to coordinate his training schedule with the HODs who also struggle with the rota for the same reason. We are planning to employ someone who is based in this city to do the training job. We are just waiting for approval on funds (HFM1).

Training is very essential to TQM. I think staff is the most important asset a hotel could have. We need to take a good care of that asset if we want to stand on our feet in the market. Auditing is our main tool to measure how effective training was. As we are new to the company, we had to go through an rigorous auditing procedure in the first six month to ensure that performance is up to standards (HFM1).

The staff member believed there are no problems with the training programmes she takes in the hotel. She believes training achieves TQM objectives.

Training is OK, I mean; from time to time we go to a meeting room and have a training session. I have been in this job for over six months now and I have taken about seven training sessions since I started. I don't see any problem with training (HMOS1).

Sure, it's important because it helps us improve our skills and knowledge. After I finish a training session, I go out of the room knowing something new. Training is good for my experience and it helps me do the job better and better (HMOS1).

6.6.2. Case two

Both training approaches are used in this hotel. The operations manager stated that on-the-job training is only used during the induction process of a new starter. He believed that staff are too always too busy to get training and the only way is to train off-duty, which adds up to the costs. He believed training is important to staff and it helps achieves TQM objectives. He also stated that staff get the chance to provide feedback for the training programme they had

> *We mostly use off-the-job training. On-the-job is only used with new starters as part of what we call "induction process". After that, staff start to pick up things related to their jobs as they go along (HOM2).*

> *Well, training has problems as anything else would have. This is a very large, busy hotel. We are located in the centre of one the biggest cities in the world. People in numbers come in and out every minute. We have guests staying in, we have outsiders. Everyone needs to be served and looked after. We can't just ask all reception staff for example to come and have a training course and leave the desk. We are always busy. The only way is to have staff come to you off-work and get trained. Obviously you have to pay them to come and get trained. It costs much, but we have no choice (HOM2).*

> *Yes of course. Staff need training to meet our requirements and the guests' too. Even if we find people who worked in hotels before, you still have to train them on your standards because they are all different. We allow staff to log in the intranet and provide feedback on the programme they took. Training is important to TQM and I think it helps achieve all goals except staff satisfaction. (HOM2).*

The HR manager agreed with the operations manager that both on-the-job and off-the-job training approaches are conducted in the hotel but the focus is more on off-the-job. She also agreed that training problems are time and cost. She also believed that training is important to staff. She also believed training achieves TQM objectives. She also agreed that staff get the chance to submit feedback regarding training programmes.

> *Here, we train most of our staff off-the-job. Training for new starters can be more focused on the other method (on-the-job). We can't train staff on health and safety, fire evacuation, first aid, or complaint handling without showing them some DVDs for example (HFM2).*

> *I wouldn't call them problems, I would call them difficulties. The only difficulty about training is that we cannot have all staff available for training. This is why we pay them to come here outside their rota to attend training sessions. Yes, it costs but it's all in the budget parameter (HFM2).*

> *Yes, it's very necessary to train people to achieve TQM. People need to have knowledge, skills, and understanding of what needs to be done and how. But they also need to have proper tools to do the job. We train people on how to use those tools or resources the best way. We train them on how to do the job and at the same time, maintaining resources. We also evaluate our training programmes using our intranet. Every associate has a username and password. All trained associates log in on the intranet after the training session is over, they give us feedback on the programme, the trainer, and the outcome. This gives us the chance to see where do we stand from achieving targets in terms of training (HFM2).*

The staff member believed training is satisfactory to her. She doesn't, however, believe that training achieves TQM objectives. She believed that staff can achieve those objectives only by working for a long time to get experience that is necessary for the job.

I've always liked the way things are being done here. Training is one of those things. I like the idea that you get paid for training; although I think the best training I can have is when is work here for a long time to get the experience necessary for doing the job (HMOS2).

It is not very important I think. Like I said, if you work here for a long time, you will be able to do the job and achieve those goals. I would benefit from training if there is something new to learn, like first aid for example, but once you know how to do first aiding; I don't think you would need to train on first aid again (HMOS2).

6.6.3. Case three

Both on-the-job and off-the-job training approaches are conducted in this hotel. The operations manager believed that the focus should be more on on-the-job approach. He believed training in itself has no problems but the problems generate from staff's lack of professionalism. He believed training programmes do not need to be measured. He also believed training helps achieve TQM objectives.

We do both but personally I believe training should always be on-the-job. People comprehend more information when it's being explained to them while they work (HOM3).

We have no problems with training. The issues are with people who train. They don't have the professional mentality to do exactly what they are trained to. No matter how much you train them, they always make mistakes. We are pretty sure how effective the programmes are to staff as they come from head office. But staff are always the issue here (HOM3).

Like I said, training is effective enough. Programmes are prepared by experts in the field. We don't even need to measure its effectiveness (HOM3).

> *Training is a key management function here. We train staff on how to deliver the best service. We expect them to do so. It helps achieve customer satisfaction, for sure (HOM3).*

The HR manager agreed with the operations manager that training is essential to staff. She quoted funds as the main problem with training; although she believed it's not affecting the efficiency of training programmes. She also agreed that training helps achieves TQM objectives.

> *Both methods are essential. Programmes such as induction, fire evacuation, and first aid are the ones we do off-the-job for. Anything related to doing the job is obviously best done on-the-job (HFM3).*
>
> *It's always the money factor that we have difficulty with. We are only allowed certain value in the budget to do training. We have to act upon that. It's not a big problem though (HFM3).*
>
> *Staff need training to be able to do what we ask them to. You cant just employ someone and ask her/him to do the job without any training (HFM3).*
>
> *Very important, a good training programme can improve staff performance and vice versa (HFM3).*

On the other hand, the staff member expressed his dissatisfaction towards training in the hotel. He believed training is not good enough and it that it didn't help him at all since he started working in the hotel. He believed that training helps achieves TQM objectives

Well, training is rubbish for many reasons. First, when I started here, the induction process was only concerned with information about the company, wages, and general information about the business. Then they assigned one of the seniors to train me for exactly 15 minutes on how to do the job. He then told me that's it for training, the rest is on you. He told me that I have to stick to people on the shift and see how they do things and bit by bit, I will be involved in the operation. I think they are trying to save on the costs because they can't afford to pay someone to come and train me for a day or two. I didn't even have training on health and safety, or first aid; even though my job requires me to know these things (HMOS3).

Of course it does, but I have to tell you that I am using my experience with previous hotels as my knowledge to work here. I am telling you, if I don't know anything about the job and had their training, I would have been a liability on the business (HMOS3).

6.6.4. Training as a CSF

All hotels use both on-the-job and off-the-job training approaches in their operations. All managers believe that training problems are lack of time space, cost, lack of funds, lack of professionalism in staff, and lack of a dedicated training officer. All managers agreed that training helps achieve TQM objectives. On the other hand, most staff agreed that training programmes are satisfactory to them. Most of them also believed that training help achieve TQM objectives.

6.7. Customer focus

6.7.1. Case one

Both of the operations manager and staff member believe they are customer-focused. They both agreed that being customer-focused means to understand customer needs and to aim for meeting them.

> *Yes, because this business won't survive without guests. If you don't know what your guests need, then there is no reason to run the business. We have what we call "satisfaction checks" where staff members approach the guests randomly to check on their stay and see if there are any issues that need to be sorted. All staff are trained to do so (HOM1).*

> *I guess so. Well, I know that guest care is important for us here. We were always told to look after them, and they will come back to us. This is how we get paid (HMOS1).*

6.7.2. Case two

Both of the operations manager and staff member believe they are customer-focused. They both agreed that being customer-focused means to understand customer needs and to aim for meeting them.

> *Of course, focusing on guests is essential to running of the business. Here, we have guests from all around the world. They all have different needs and requirements. A lot of them stay in a Marriott hotel. This is because in the company, we know what guests want and it becomes our aim (HOM2).*

> *I am customer-focused because I do my job as I am required to. If a customer has a problem, I make it my own problem, so I chase it up until he is satisfied (HMOS2).*

6.7.3. Case three

Both of the operations manager and staff member believe they are customer-focused. They both agreed that being customer-focused means to understand customer needs and to aim for meeting them.

> *The entire chain is customer-focused. We look after customers and they pay our wages. It's like a business transaction, they have needs and we got to meet them. Customer needs are easy to identify nowadays due to the presence of the internet where every guest can tell us his/her requirements and preferences while making the reservation and those needs will be fulfilled upon arrival. Those needs are updated on the hotel's PMS so that if the guest check-in any hotel of the same chain anywhere in the world, his/her needs will be available on his/her profile in the system and can be easily met. Guests' satisfaction surveys are regularly implemented in the hotel to ensure hotels guests are happy with what they get (HOM3).*

> *Personally, I am customer-focused. I believe if someone has any problem, I try to solve it. If a guest needs anything, I try to get it for him. This is important because quality is linked to customer service (HMOS3).*

6.7.4. Customer focus as a CSF

All hotels managers and staff believed they are customer-focused. They also agreed that being customer-focused mean primarily to understand what customer needs are and try to satisfy them.

6.10. Summary

The purpose of this chapter was to achieve the third objective of the thesis, which is to identify the critical success factors relating to the introduction of a TQM culture in 5-star hotels. The researcher proposed a set of critical success factors under the title TQM enablers. In this chapter, the researcher explored how those enablers are approached in order to identify the critical success factors of TQM in those hotels. The researcher aimed to obtain information that would help achieve that objective from three hoteliers: the operations manager, the human resource manager and a staff member.

After exploring the six enablers in the three cases, the majority of hotels managers and staff members agreed that teams' assembly, leadership, staff empowerment, communication, training, and customer focus enable the achievement of TQM objectives in 5-star hotels. Therefore, the chapter indicates that those enablers can be critical success factors of introducing TQM in 5-star hotels. The chapter indicates that information sources in 5-star hotels are: the hotel QBS, GCS cards, Company policy, Statistics, reports, LSOPs, and newsletters. Also the chapter indicates that quality planning, quality assurance, and quality auditing are the quality management processes implemented in 5-star hotels.

7. Analyze and compare the TQM approach adopted in 5-star hotels with theoretical perspectives.

7.1. Introduction

This chapter is concerned with achieving the fifth objective of the study, which is to analyze and compare TQM approach in 5-star hotels in the UK with theoretical perspectives. As explained in chapter four, the researcher conducted a multiple case study in three 5-star hotels in the UK in order to achieve this objective. As explained in chapter four, the researcher used a cross-case synthesis to analyze data obtained from the field study.

The process of analyzing the data involved categorizing the variables. The researcher categorized the variables into four categories. Those categories have been derived from the TQM culture model that was developed from the literature review. Category A included two variables, which are quality definitions and quality barriers. Category B included one variable, which is information sources. Category C included five variables, which are quality planning, quality control, quality improvement, quality assurance, and quality auditing. Category D included six variables, which are teams, leadership, staff empowerment, communication, training, and customer focus. This chapter presents the cross-case synthesis of the case study.

7.2. Category A (Quality perceptions)

7.2.1. Defining quality

In terms of defining quality, all respondents in the three cases agreed on defining quality as meeting or exceeding hotel guests' needs. This agrees with the definition used by Oakland (2000), Pujo and Pillet (2002) and Rawlings (2008). The fact that managers and staff have all agreed on one definition to quality reflects the concept that people who work in 5-star hotels have the same understanding regarding the concept of quality in hotels, which is meeting or exceeding the needs of hotel guests.

7.2.2. Quality barriers

In terms of quality barriers, a total of eleven barriers were highlighted in the three cases. In case one, two barriers were highlighted. The first barrier was the lack of consistency in staff performance. The causes of this barrier can either be lack of staff training, education, or communication with managers (Tsang and Qu, 2000). This barrier would affect the introduction of a TQM culture as it would lead to service failures and therefore, customer dissatisfaction.

The second barrier in case one was increased staff turnover. One of the main causes of this barrier is poor training (Poulston, 2008). This barrier would negatively affect the success of a hospitality service business (Simons and Hinken, 2001). The hospitality businesses in UK suffered from massive turnover rates that reach out to an average over 180% (Lashley, 2001). This barrier would affect the introduction of a TQM culture as it would lead to service failures and therefore, customer dissatisfaction. This barrier would affect the introduction of a TQM culture as it would lead to staff dissatisfaction.

In case two, four barriers were highlighted. The first barrier was lack of skilled staff. The occurrence of this barrier is affected by a number of factors such as including vacancy rates, unemployment rates, wages, employer surveys of recruitment difficulties and measures of overtime hours worked (Shah and Burke, 2005). Many hospitality jobs have an image of poor employment conditions such as long, irregular, and unsocial working hours, lack of proper pay, lack of overtime payments, heavy workloads, routine work, lack of job security, lack of promotion opportunities, and unprofessional management of staff (Kusluvan, 2003). This barrier would affect the introduction of a TQM culture as it leads to service failures, which eventually result in customer dissatisfaction.

The second barrier in case two was lack of English language capability in staff. The main cause of this barrier is that hotel management recruited overseas students who lacked sufficient knowledge of English language. The hotel management overcame this barrier through organizing English classes to non-English speaking staff. This barrier would affect the introduction of a TQM culture as it would cause staff-staff miscommunication, staff-managers miscommunication, and staff-customer miscommunication. These types of miscommunication would result in service failures and therefore, customer dissatisfaction.

The third barrier in case two was lack of decentralization. According to Stutts and Wortman (2006), decentralization is the process of distributing authority throughout an organization. In a decentralized organization, a supervisor or member of staff has the right to make a decision without obtaining approval from a higher-level manager. Centralization is the retention of decision-making authority by top management. This barrier was highlighted in the hotel as the operations manager expressed his dissatisfaction that he is not fully authorized to make quality-related changes without having the green light from the chain's board of directors. This barrier would affect the introduction of a TQM culture as it would lead to service failures and therefore, customer dissatisfaction.

The fourth barrier in case two was increased work overload. The staff member explained that she feels that she is unable to meet quality standards of the hotel or to meet customers' needs during high service volumes. She believes that the more customers she serves the more poor her performance gets. This barrier would affect the introduction of a TQM culture as it would lead to service failures and therefore, customer dissatisfaction. This barrier would also affect the introduction of a TQM culture as it would lead to staff dissatisfaction.

In case three, five barriers were highlighted. The first barrier is lack of funds. The operations manager of the hotel believed that the chain's board of directors do not supply him with funds enough for him to make quality-related changes. This barrier would affect the introduction of a TQM culture as it would lead to service failures and therefore, customer dissatisfaction.

The second barrier in case three is the variance in staff perceptions towards quality. The operations manager believed that this is due to the variance in staff backgrounds. This could possibly result in different levels of service offered in the same hotel. This barrier would affect the introduction of a TQM culture as it would lead to service failures and therefore, customer dissatisfaction.

The third barrier in case three is lack of ambitious staff. The operations manager tried to place the blame on staff for not being ambitious and innovative enough. According to De Jong and Den Hartog (2007), managers can drive staff's innovation and ambition by allowing them to be involved in problems solving. This barrier would affect the introduction of a TQM culture as it would lead to service failures and therefore, customer dissatisfaction. This barrier would affect the introduction of a TQM culture as it would also lead to staff dissatisfaction.

The fourth barrier in case three is that guests have different perceptions towards quality. This barrier was highlighted in the literature review (chapter two). It was referred to as the last gap in the quality gaps model (Early and Coletti, 2000). This barrier would affect the introduction of a TQM culture as it would lead to service failures and therefore, customer dissatisfaction.

The fifth barrier in case three is that managers were over concerned with costs. The staff member believed that this barrier disables him from delivering appropriate levels of quality. Therefore, this barrier would affect the introduction of a TQM culture as it would lead to service failures and therefore, customer dissatisfaction.

Eight barriers of quality were highlighted by hotel operations managers. On the other hand, only three barriers were highlighted by hotel staff members. This variance may reflect the lack of involving staff in quality-related operations in 5-star hotels. This variance may also reflect that hotel operations managers are more concerned with quality than staff.

FIGURE 7.1. TQM BARRIERS IN 5-STAR HOTELS

MANAGERS

- STAFF TURNOVER
- STAFF INCONSISTENT PERFORMANCE
- STAFFING
- LACK OF DECENTRALIZATION
- LANGUAGE DEFICIENCY

ORGANIZATION

STAFF

- WORK OVERLOAD
- GUESTS' DIFFERENT PERCEPTIONS OF QUALITY
- MANAGERS' OVER-CONCERN WITH COSTS

TQM
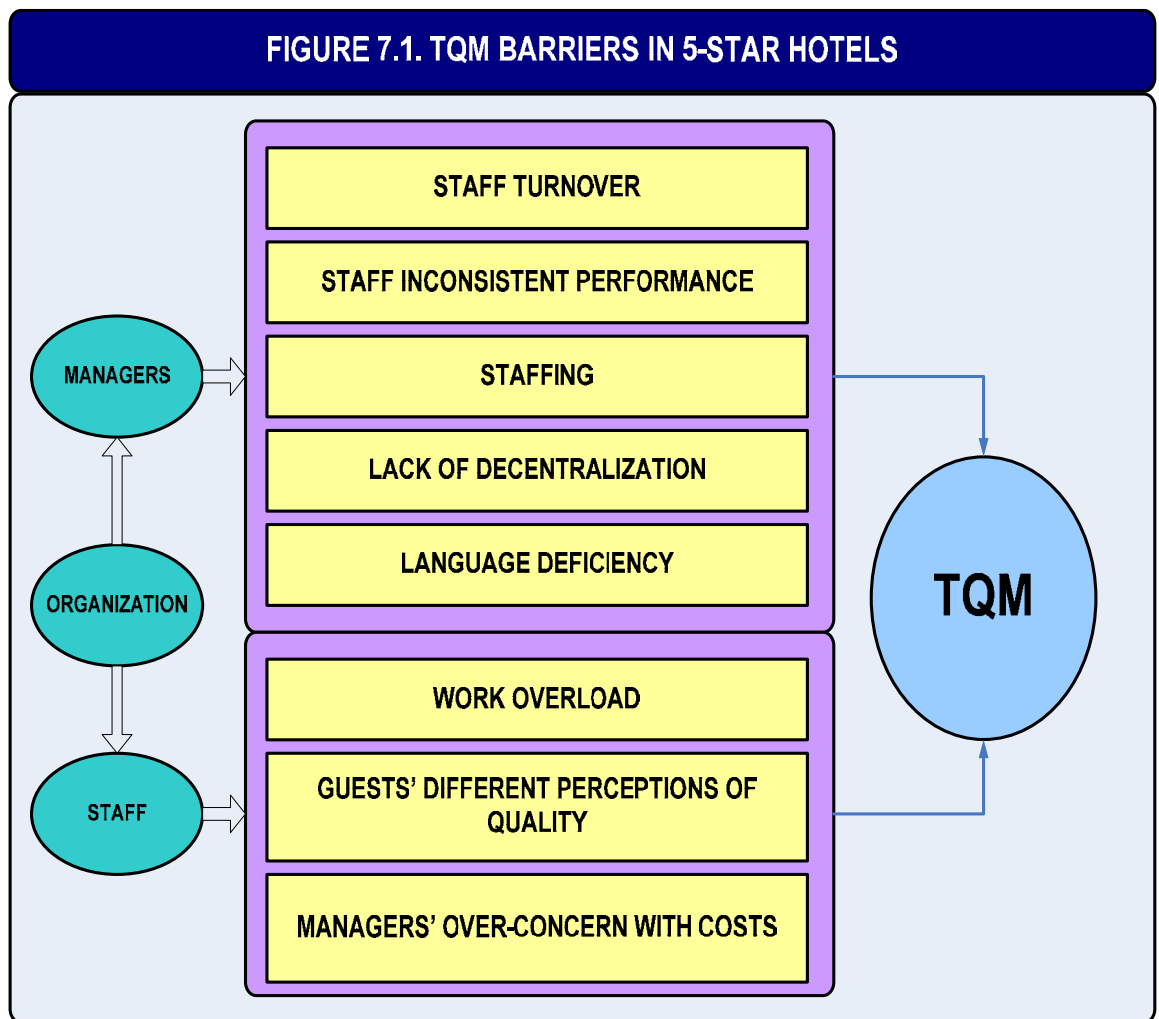
7.3. Category B (Information sources)

In terms of information sources, the literature highlighted that major sources of information needed for a TQM culture are QBS (Ponte and Gibbon, 2005), quality manual (Juran and Godfrey, 2000), and organizational strategies (Defeo, 2000).

The case study highlighted that 5-star hotels do not use quality manuals. The study also highlighted that organizational strategies, according to hotel operations managers, are no important for staff and therefore, does not affect TQM. Instead, the study highlighted that 5-star hotels use QBS, GCS cards, LSOPs, newsletters, reports, and company policy as major sources of information.

Operations managers in the three cases highlighted QBS, GCS cards, LSOP, organizational policy, reports, newsletters, statistics as the most important sources of information to staff and managers in 5-star hotels. They regarded these sources as important to achieve TQM.

7.4. Category C (Quality management processes)

7.4.1. Quality planning

Quality planning might be a department or section in some organizations either within the quality departments or within production or operations planning (Hoyle, 2007). In case one, the process is implemented as one of the responsibilities of the quality team. In case two, the process is not implemented at all. In case three, the process is not implemented in the hotel but instead; the head office is responsible for implementing it.

According to Oakland (2003), quality planning is important to organizations as it is a basic requirement for effective quality management. The study found that case one meets this requirement by implementing quality planning within the hotel operations through the "quality wins" team. Cases two and three, however, do not meet this requirement.

According to Beecroft (1999) and Oakland (2003), a successful quality planning implementation requires the process to be organization-wide. Only case One allows staff to be involved in quality planning, even though the involvement only applies to skilled and experienced staff members. In cases two and three, staff are not allowed to be involved in quality planning.

7.4.2. Quality control

Quality control according to Brilis and Lyon (2005) is the overall system of technical activities that measure product/service/process attributes and staff performance, against defined standards to verify that they meet the stated requirements of the organization and customer needs. Only case two implements quality control as staff are being monitored using a technique called "performance review". The idea of that technique matches the definition of quality control used by Brillis and Lyon (2005). The performance review is based on nine competencies in which staff must comply with such as hospitality values, quality, job knowledge, loss prevention, communicating openly, and initiatives. The process is not implemented in the other cases.

The quality control process involves the use of several techniques such as the Pareto Analysis (Dale and Shaw, 2003), Deming Wheel and cause and effect analysis (Kanji and Asher, 1996), and statistical process control (Oakland, 2003). Not one of the three cases used these techniques. Quality control should be integrated in all departments in order to increase market share. Staff should also be allowed to participate in quality control to ensure successful implementation of the process (Pujo and Pillet, 2002). In all cases, quality control is implemented through the hotel HODs. Managers in all three cases agreed that staff should not be allowed to participate in quality control in order to maintain discipline.

From the above, it can be concluded that all three cases do not have an in-depth approach of implementing quality control in their hotel operations. All three cases do not allow staff to be involved in the process. All three cases do not use any of the techniques highlighted in the literature as quality control techniques. Only case two approaches quality control in a more systematic way than other cases.

7.4.3. Quality improvement

Quality improvement is a systematic process that involves beneficial, continuous change in organizational process, product, services, or staff performance. This change can involve improving product/service features, improving staff performance, and/or eliminating defects (Juran, 2000; Dale, 2003; and Hoyle, 2007). The study found that all cases approach quality improvement implementation in different aspects. In case one, the quality improvement process is implemented using two approaches: quality assurance team and staff suggestion scheme. In case two, the process is implemented through the HOD team. In case three, the process is implemented through the HOD team; however, any changes must be authorized by the head office. More people are allowed to participate in the process implementation than in other cases. Therefore, more ideas are generated in case one than in other cases.

Staff should be allowed to participate in the implementation of quality improvement (Alexander et al., 2006). In case one, staff are allowed to be involved in the implementation of the process through cross-functional quality teams. In case two, staff are not allowed to be involved in the implementation of the process. In case three, staff are not allowed to participate in the implementation of the process. Therefore, it is clear that the implementation of quality improvement in case one is more in-depth than it is in the other cases.

7.4.4. Quality assurance

Quality assurance is a systematic process that involves evaluating quality levels of actual staff performance, activities, processes, services, and/or products, and comparing them with the required quality levels in organizational standards in order to identify areas that require improvement and avoid failures in the future (Juran, 2000; Dale, 2003; and Hoyle, 2007). In case one, quality assurance is implemented through assembling a cross-functional quality team. In case two, the process is implemented through a specified team in the head office. In case three, the process is implemented through the HOD team. In cases one and three, the process is implemented in the hotel by people involved in the operations. In case two, however, the process is implemented by a team outside the hotel. Therefore, cases one and three have a more in-depth approach to quality assurance than case two.

7.4.5. Quality auditing

In terms of quality auditing, the major issue highlighted in the field study is that all three cases outsource the process. Outsourcing is a contractual agreement between the customer and one or more suppliers to provide services or processes that the customer is currently providing internally (Fan, 2000). Organizations outsource for several reasons: to reduce cost (Young, 2005); to overcome lack of internal expertise (Khalfan, 2004; Willcocks and Currie, 1997); to improve quality (Domberger, 1998); to improve organizational focus (Graham and Scarborough, 1997); to increase flexibility (O'Looney, 1998); to facilitate change (Fan, 2000); and/or to share risks (Lin et al., 2007).

In case one, the process is outsourced to reduce costs and to overcome lack of expertise. In case two, the process is outsourced to overcome lack of internal expertise, to reduce costs, and to save money. In case three, the process is outsourced to reduce costs and save time.

7.5. Category D (TQM enablers)

7.5.1. Teams

In terms of assembling teams, the literature highlighted that cross-functional teams are used increasingly in organizations to develop new products (Henke et al., 1993); (O'Connor, 1993); (Cooper, 1994); (Sethi, 2000); to re-design organizational processes (Palmer and Burns, 1992); (Bolet, 1994); to improve customer relationships (McCutcheon et al., 1994); to improve organizational performance (Heyer and Lee, 1992) to solve operational problems (Garwood and Hallen, 2000); (Oakland, 2003); (Dale, 2003). In case one, cross-functional teams are assembled for the purpose of problem-solving. In case two, no cross-functional teams are assembled for quality-related purposes. In case three, a cross-functional team is assembled for the purpose of problem solving. In case one, staff are involved in the quality teams assembled. In case three, staff are not involved in quality teams assembled.

According to Cooper and Kleinschmidt (2007), the performance of quality teams is linked to the frequency of their meetings. The more they meet, the better they perform. In Case one, the quality team meets on a weekly basis. In case three, the quality team meets on a monthly basis.

The use of quality teams in organizations has been termed a critical success factor of TQM in previous empirical research studies (Black and Porter, 1996; Mohanty and Lakhe, 1998; Kanji and Tambi, 1999; Fynes and Voss, 2000; Zhang, 2000; Baidoun, 2003; Sila and Ebrahimpour, 2003; Wali et al, 2003). The use of quality teams in case one and case three is regarded as a CSF. Most of hotel operations managers believe that assembling teams is important to achieve a TQM culture. Only one manager believes that staff should be involved in such teams. Most staff, on the other hand, expressed their satisfaction with the departmental teams they work with. Most of them also expressed their desire to be involved in quality teams.

7.5.2. Leadership

In terms of leadership, it was given two definitions in the three cases. All hotel managers defined leadership as the skill of motivating a group of people to achieve organizational objectives. This definition was also used by (Oakland, 2003). On the other hand, all hotel staff agreed to define leadership as the skill of communicating with a group of people. Lee (2001), Kacmar et al. (2003), and Campbell et al. (2003) all agreed to use the same definition to leadership.

7.5.3. Staff empowerment

In terms of staff empowerment, the literature highlighted that empowering staff can take three approaches. First, staff empowerment can be through participation where an organization delegates some of the decision-making process to operational staff. Second, staff empowerment can be through involvement where the managerial concern is to benefit from staff experience, ideas and suggestions, the benefit here will be through providing feedback, sharing information, and making suggestions. Third, staff empowerment can be through commitment to the organizational goals; staff take more responsibility for their own performance and its improvement (Lashley, 2001).

In case one, staff are empowered through the first and second approaches. In case two, staff are not empowerment using any approach. In case three, staff are empowered using the first approach only. This means that staff in case one are more empowered than staff in other cases.

Another gap highlighted in staff empowerment is that the literature highlighted that there are some problems associated with staff empowerment. According to Wilkinson (2001), a common problem is that the decision-making process is not clear so that staff suggest ideas but management are unable to respond adequately to these. This means that staff will feel unvalued every time their suggestions are not taken on board by management. This can have an impact on the staff commitment towards the organization. The study highlighted that most managers of 5-star hotel in the UK do not consider any suggestions or views from their staff as they do not believe in its worthwhile.

The use of staff empowerment in organizations has been termed a critical success factor of TQM in previous empirical research studies (Saraph et al, 1989; Powel, 1995; Mohanty and Lakhe, 1998; Parzinger and Nath, 2000; Sureshchandar et al, 2002; Baidoun, 2003; Sila and Ebrahimpour, 2003; Wali et al, 2003; Talavera 2004). In the case studies, most hotel managers believe that empowering staff would help achieve TQM objectives. Most hotel staff agree that empowering staff help achieve TQM objectives.

7.5.4. Communication

For communication to be effective in an organization, sharing information should take two forms. First, information-sharing should be top-to-bottom between managers and staff. Second, information-sharing should be bottom-to-top between staff and managers (Johnston et al., 2007). All managers in all cases agreed that information-sharing is both-ways between managers and staff. Most hotel staff agreed that information-sharing is both-ways between staff and managers. All managers stated that communication methods are telephone, e-mails, internal mail, and notice boards. The emphasis, however, is on verbal communication. On the other hand, most hotel staff were satisfied with level of communicate on between them and their managers. According to hotel staff, appropriate levels of communication increases their commitment to the organization and help them do the job.

The use of appropriate levels of communication in organizations has been termed a critical success factor of TQM in previous empirical research studies (Saraph et al, 1989; Mohanty and Lakhe, 1998; Joseph et al, 1999; Samson and Terziovski, 1999; Rahman, 2001; Sureshchandar et al, 2001; Sureshchandar et al, 2002; Baidoun, 2003; Chow and Lui, 2003; Sila and Ebrahimpour, 2003; Wali et al, 2003; Talavera, 2004). In this study, all managers believed that communication helped achieve TQM.

7.5.5. Training

Training schemes can take two approaches: on-the-job and off-the-job. HR managers should ensure that the right training scheme is using the right training method in order to achieve the programme's targets (Janes, 2003). In case one, both approaches are used in training. In case two, both approaches are used with an emphasis on off-the-job training approach. In case three, both approaches are used with an emphasis on on-the-job training approach.

In terms of training problems, two problems were highlighted in case one. The operations manager stated that time is a major concern as it is difficult to make all staff of a department available for training. The HR manager stated that the lack of a dedicated training officer in the HR department is a major issue. In case two, both operations manager and HR manager agreed that lack of time to schedule hotel staff for training is a major concern. As a result, the hotel schedules off-duty training sessions, which obviously involves more costs in the form of extra wages for the trainees. In case three, two problems were highlighted. The operations manager believed that staff lacked the mentality of professionals and therefore, their performance was not affected by training. The HR manager stated that lack of funds was a major issue for her. She believed that the department still manages to deliver appropriate training despite the problem.

The use of training in organizations has been termed a critical success factor of TQM in previous empirical research studies (Saraph et al, 1989; Powel, 1995; Ahire et al, 1996; Agus et al, 2000; Parzinger and Nath, 2000; Sureshchandar et al, 2002; Baidoun, 2003; Sila and Ebrahimpour, 2003; Talavera, 2004). In these case studies, all managers in all cases agreed that training can help achieve TQM objectives.

Most of hotel staff members believed that training was satisfactory to them. They believed that training programmes helped them do their jobs as they were required to; and that every time they had a training programme, they felt they learnt something new, they feel more confident about the job.

7.5.6. Customer focus

For organizations to be successful in today's marketplace, they need to be customer-focused. This can be achieved by delivering superior value to their target customers (Kotler et al., 1999). Customer focus means directing organizational resources into satisfying customers and understanding that profitability or avoidance of loss comes from satisfying customers. The approach means that everyone in the organization needs to be customer focused, not simply the top management (Hoyle, 2007). All respondents in all cases believed that they are customer-focused. They all agreed that customer is the most important factor of success for the business and to achieve this success, customer needs must be met.

The use of customer focus approach in organizations has been termed a critical success factor of TQM in previous empirical research studies (Mohanty and Lakhe, 1998; Kanji and Tambi, 1999; Samson and Terziovski, 1999; Agus et al, 2000; Parzinger and Nath, 2000; Zhang, 2000; Rahman, 2001; Sureshchandar et al 2001; Sureshchandar et al, 2002; Sila and Ebrahimpour, Wali et al, 2003; Talavera, 2004). In this case study, all respondents believed that customer focus helped achieve TQM.

7.5.7. Staff Suggestion schemes

A key finding in the field study was the use of staff suggestion schemes in 5-star hotels. Organizations adopt staff suggestion schemes as means of problem solving and quality improvement (Rapp and Eklund, 2002). A suggestion scheme is a formal mechanism, which encourages staff to contribute to the success of their organization through submitting constructive ideas for improving quality in the organization. Those ideas are then classified, and evaluated by either a senior manager or a dedicated team in the organization (Cooley et al., 2001). If the idea is doable, its owner is then rewarded for his/her contribution. Even if the idea is rejected, staff would feel valued if their managers provided them with feedback regarding their suggestions. This would increase staff motivation and therefore improve their performance (Rapp and Eklund, 2002).

In case one, a staff suggestion scheme is adopted as staff are given the chance to submit their views and ideas regarding improving the quality of service in their hotel. Those ideas are classified, sorted and evaluated by the operations manager and the quality team.

In case two, no staff suggestion schemes were highlighted although staff are allowed to provide their feedback regarding the running of operations in the hotel. In this case, there is no mechanism of looking into the feedback as suggestions. According to the operations manager in case two, any feedback provided by staff are hardly considered if they involve major changes in the operations, unlike in case one.

In case three, no staff suggestion schemes are adopted. According to the operations manager, such schemes are not needed as he believed that staff need massive experience to be able to provide him and the team of HODs with constructive ideas and suggestions. In addition, the team of HODs are not allowed to implement any major changes in the operation, including quality-related changes, without having the authorization from the head office. This would become a major impediment against TQM as staff will eventually lose motivation and commitment toward the hotel chain as an employer (Cooley et al., 2001).

The concept of a staff suggestion scheme is based on conveying quality-related knowledge to managers. There are two types of knowledge that can be conveyed through staff suggestion schemes: explicit and tacit. Explicit knowledge is conveyed when staff suggest ways to improve the quality of service, new products/services to be offered, or new method of implementing a particular process. Tacit knowledge is conveyed when staff suggestions imply their dissatisfaction regarding particular issues. A good example is when staff suggest to meet with the operation manager on a weekly/monthly basis to discuss issues related to the running of operations (Cooley et al., 2001).

In case one, both the operations manager and the staff member implied that only explicit knowledge is conveyed through the staff suggestion scheme. According to the staff member, she finds her manager approachable thanks to the open-door policy. This means that she wouldn't need to convey complaints in the formal way (tacit knowledge). In case two, the operations manager did not imply that there is an open-door policy, although the staff member indicated that her line manager/supervisor is approachable. This means that tacit knowledge can be conveyed to managers in this case, despite the fact that staff are only allowed to submit feedback but not suggestions. In case three, there is no staff suggestion scheme adopted in the hotel although the operations manager did imply that he adopts an open-door policy. Obviously, this would negatively affect the staff morale and commitment toward the chain organization as indicated by the staff member in the case.

It is very important that organization managers realize the impact of adopting a staff suggestion scheme in their organization and be committed to it. Staff suggestion schemes are important to businesses as they help increase profits, reduce costs, increase safety, enhance staff morale, and improve staff retention (Cooley et al., 2001). Hence, staff suggestion schemes enable the achievement of TQM objectives. Therefore, staff suggestion scheme is a critical success factor to the introduction of a TQM culture to 5-star hotel operations. It is therefore essential to consider staff suggestion schemes as a critical success factor to the introduction of a TQM culture to 5-star hotel operations.

7.5.8. Staff rewarding schemes

Another key finding in the field study was the use of staff rewarding schemes in 5-star hotels. Staff rewarding and suggestions schemes are strongly linked. Organizations implement staff rewarding schemes for two reasons. First, staff rewarding schemes help to improve individual behaviour and performance (Kerrin and Oliver, 2002). Second, staff rewarding schemes can help improve the performance of teams, either departmental or cross-functional, by increasing their focus on quality (Cacioppe, 1999). Hence, staff rewarding schemes contribute to business success by improving the efficiency of staff, whether as individuals or teams.

There are three types of staff rewarding schemes. First, some schemes are based on making one-off standard payments to staff regardless of the impact of the suggestion. Second, some schemes are based on paying staff one-off payments, the size of which is dependent on the savings made. Third, some schemes are based on bonus points, where those making the suggestions are awarded a number of points, depending on the savings made by the suggestion (Kerrin and Oliver, 2002).

In case one, the operations manager stated that the owner of the best idea is rewarded £25-75. He didn't imply, however, that the amount is dependable on the size of savings achieved from the implementation of the idea. There was also no indication that hotel staff are being rewarded bonuses. Therefore, only the first type of staff rewarding scheme is implemented in case one. Operations manager in cases two and three did not indicate any staff rewarding schemes being implemented.

Although the hotel operation manager in case one believed it is important to reward staff for their suggestions, Bessant and Francis (1999) pointed out that direct financial rewards in proportion to the value of the suggestion are not particularly effective. They believed that most recognition systems should reward the behaviour itself rather than the suggestion.

Marshall and Smith (2003) chose to believe the opposite; as they believe that rewarding staff in proportion to the value of the suggestion made is a key element that motivates staff to self-improve as it drives innovation. The researcher would agree with Marshall and Smith (2003) as their approach would be more suitable to improve quality and therefore help introduce a TQM culture to hotel operations. It is therefore essential to consider staff rewarding schemes as a critical success factor to the introduction of a TQM culture to 5-star hotel operations.

7.6. TQM culture model

The aim of this study was to explore how TQM is approached in 5-star hotels in order to develop an empirical TQM culture model to support the introduction of a TQM culture in 5-star hotels. Initially, a conceptual framework (figure 7.2) was developed from the literature review. This model included three sections. The first section is concerned with quality management processes, which are quality planning, quality control, quality improvement, quality assurance, and quality auditing. The second section is concerned with information sources, which are hotel QBS, quality manual, and company strategies. The third section is concerned with TQM enablers, which are teams, leadership, staff empowerment, training, communication, customer focus, staff suggestion schemes, and staff rewarding schemes.

This framework was used to explore the TQM approach of managers and staff in 5-star hotels. The field study highlighted some key findings that were not included in the conceptual framework. As a result, those key findings were added to the elements in the conceptual framework in order to develop an empirical TQM culture model (figure 7.3). The developed model is designed to include the same sections of the conceptual framework. They are: quality management processes, information sources, and TQM enablers.

FIGURE 7.2: CONCEPTUAL FRAMEWORK
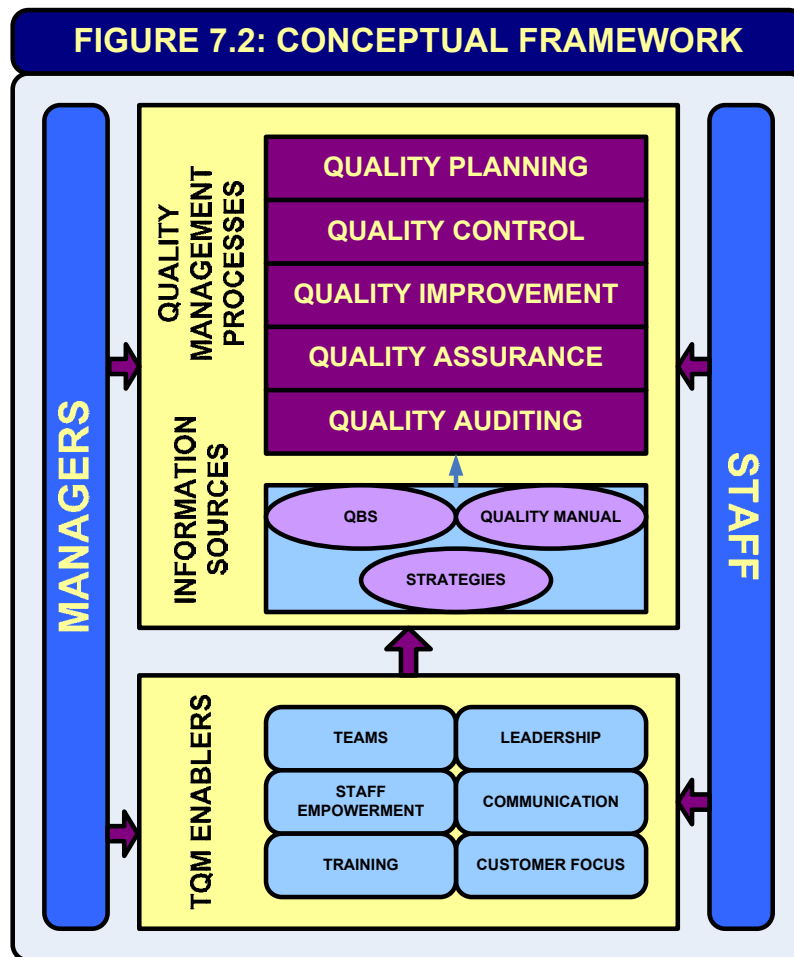
7.6.1. Managing quality

The conceptual framework highlighted that five processes are involved in a QMS in an organization. Those processes are quality planning, quality control, quality improvement, quality assurance, and quality auditing. The field study showed that 5-star hotels do not run any QMSs. However, the study showed that several quality management processes are implemented in 5-star hotels. Those processes are quality planning, quality improvement, quality assurance, and quality auditing. Although managers in 5-star hotels approach these processes in different ways as explained in chapter five, they all agreed that these processes are important to achieve the objectives of TQM.

7.6.2. Information sources

In terms of information sources, the field study showed that 5-star hotels use six sources of information. Those sources are hotel QBS, GCS cards, LSOPs, newsletters, reports, and company policy. Respondents involved in the case study believed that these sources are important to the delivery of quality service.

7.6.3. TQM enablers

In terms of TQM enablers, the conceptual framework highlighted that they include teams, leadership, staff empowerment, communication, training, and customer focus. The field study confirmed that these enablers can be critical success factors to introducing a TQM culture in 5-star hotels. However, the field study identified two key findings that should be included in the empirical TQM culture model: staff suggestion scheme and staff rewarding scheme. The field study highlighted that the using of both schemes in 5-star hotels enables hotel managers increase their staff commitment towards the organization. It can also be used in quality improvement process

As a result, the researcher developed an empirical TQM culture model that reflects how TQM culture is approached in 5-star hotels. The model includes eight TQM enablers, which are teams, leadership, staff empowerment, communication, staff empowerment, customer focus, staff suggestion scheme, and staff rewarding scheme. The model also includes sources of information that were found to be important for both staff and managers in 5-star hotels. Those sources are QBS, GCS cards, LSOP, company policy, newsletter, and reports and statistics. The model also included three quality management processes, which are quality planning, quality assurance, and quality auditing.

FIGURE 7.3: TQM CULTURE MODEL
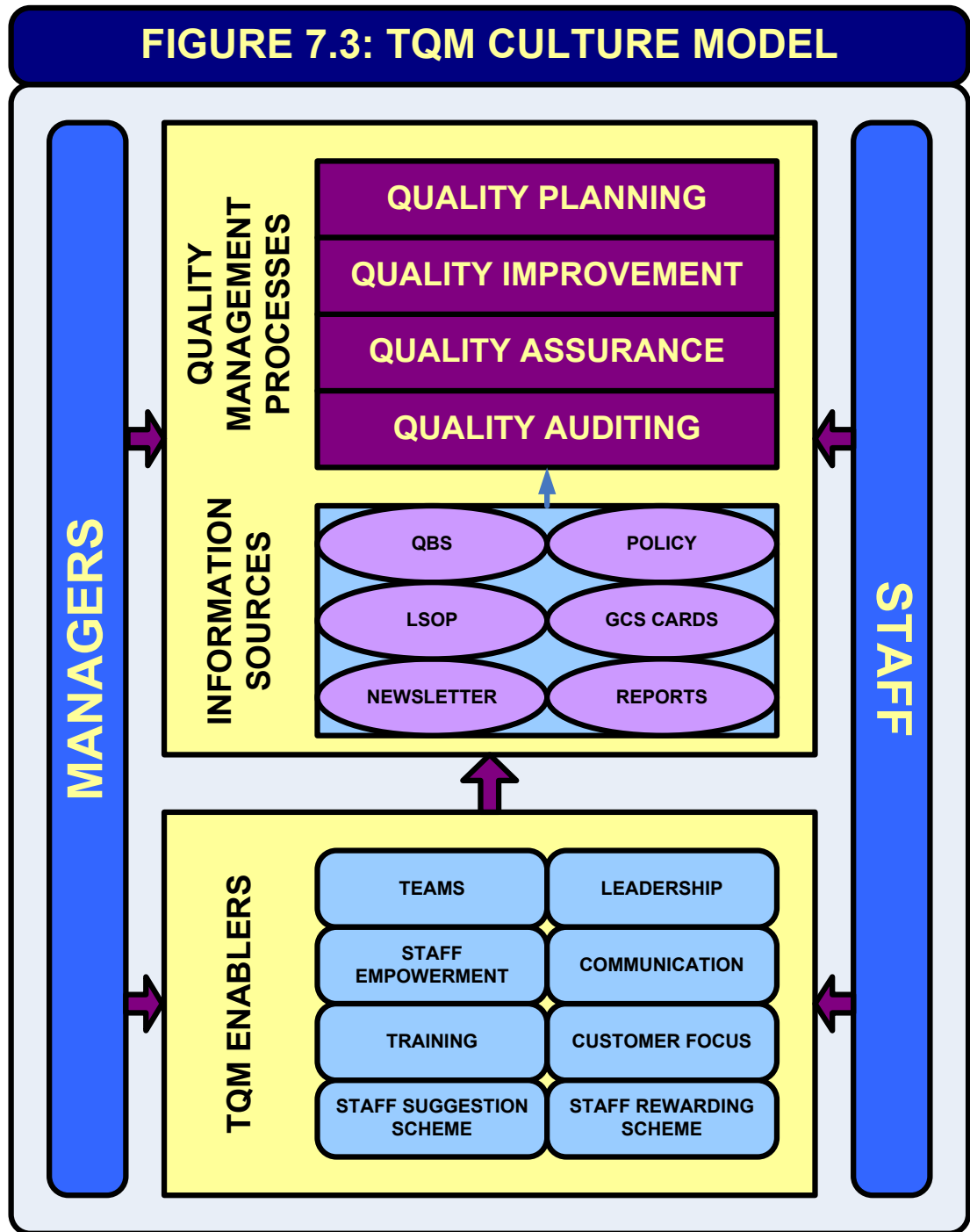
7.7. Summary

This chapter was aimed at achieving the fifth objective of the study, which is to analyze and compare the TQM approach adopted in 5-star hotels with theoretical perspectives. The researcher used a cross-case synthesis to analyze data obtained from the multiple case study.

The process of analyzing the data involved categorizing the variables. The researcher categorized the variables into four categories. Those categories have been derived from the TQM culture model that was developed from the literature review. Category A included quality definitions and quality barriers. Category B included information sources. Category C also included quality planning, quality control, quality improvement, quality assurance, and quality auditing. Category D included teams, leadership, staff empowerment, communication, training, customer focus, staff suggestion scheme, and staff rewarding scheme.

8. Research conclusions

8.1. Introduction

In a study that was designed to elicit the perspectives of hoteliers regarding the introduction of a TQM culture in 5-hotels, this chapter addresses the conclusions of the study. The aim of this research was to explore how TQM is approached in 5-star hotels in order to develop an integrated model appropriate to supporting the introduction of a TQM culture to 5-star hotel operations. In the first section, the chapter reviewed the research objectives. In the second section, the chapter portrayed the research's major findings which are based on the data obtained from the field study. In the third section, the chapter presented the study's contribution. In the fourth section, the research limitations are explained.

8.2. Review of research aim and objectives

The aim of this research was to explore how TQM is approached in 5-star hotels in order to develop an integrated model appropriate to supporting the introduction of a TQM culture to 5-star hotel operations. In order to achieve this aim, six research objectives were targeted (figure 8.1).

FIGURE 8.1: RESEARCH AIM AND OBJECTIVES

The aim of this study is to explore how TQM is approached in 5-star hotels in the UK in order to develop an integrated model appropriate to supporting the introduction of a TQM culture to 5-star hotel operations

OBJECTIVE 1 → To critically review relevant literature related to quality, quality management and the introduction of TQM culture to organizational contexts

OBJECTIVE 2 → To critically review relevant literature related to hospitality and the introduction of TQM culture to 5-star hotel operations

OBJECTIVE 3 → To explore how hotel managers and staff approach quality management in 5-star hotels

OBJECTIVE 4 → To explore the critical success factors relating to the introduction of a TQM culture in 5-star hotels operations

OBJECTIVE 5 → To analyze and compare the TQM approach adopted in 5-star hotels with theoretical perspectives

OBJECTIVE 6 → To review and present an integrated model for introducing a TQM culture within 5-star hotel operations

8.2.1. Objective 1

The first objective in this study was to critically review relevant literature related to quality, quality management and the introduction of a TQM culture. In order to achieve it, the researcher had to implement a rigorous systematic search process using related keywords such as quality, quality planning, quality control, quality improvement, quality assurance, quality auditing, and TQM. The researcher used several information sources that can help construct the literature review. They included electronic journals, and books.

8.2.2. Objective 2

The second objective in this study was to critically review relevant literature related to hospitality and the introduction of a TQM culture to 5-star hotel operations. In order to achieve it, the researcher conducted a rigorous systematic search using related keywords such as hospitality, hotels, and TQM in hotels. The researcher used several information sources that can help construct the literature review. They included electronic journals, reports, websites, and books. At the end of the literature review, the researcher developed a conceptual framework (TQM model) that was based on the information available from the literature (chapters two and three). The researcher suggested that the model can be used as a framework for the introduction of TQM culture in 5-star hotels (see figure 8.2).

FIGURE 8.2: CONCEPTUAL FRAMEWORK

MANAGERS

STAFF

QUALITY MANAGEMENT PROCESSES

- QUALITY PLANNING
- QUALITY CONTROL
- QUALITY IMPROVEMENT
- QUALITY ASSURANCE
- QUALITY AUDITING

INFORMATION SOURCES

- QBS
- QUALITY MANUAL
- STRATEGIES

TQM ENABLERS

- TEAMS
- LEADERSHIP
- STAFF EMPOWERMENT
- COMMUNICATION
- TRAINING
- CUSTOMER FOCUS
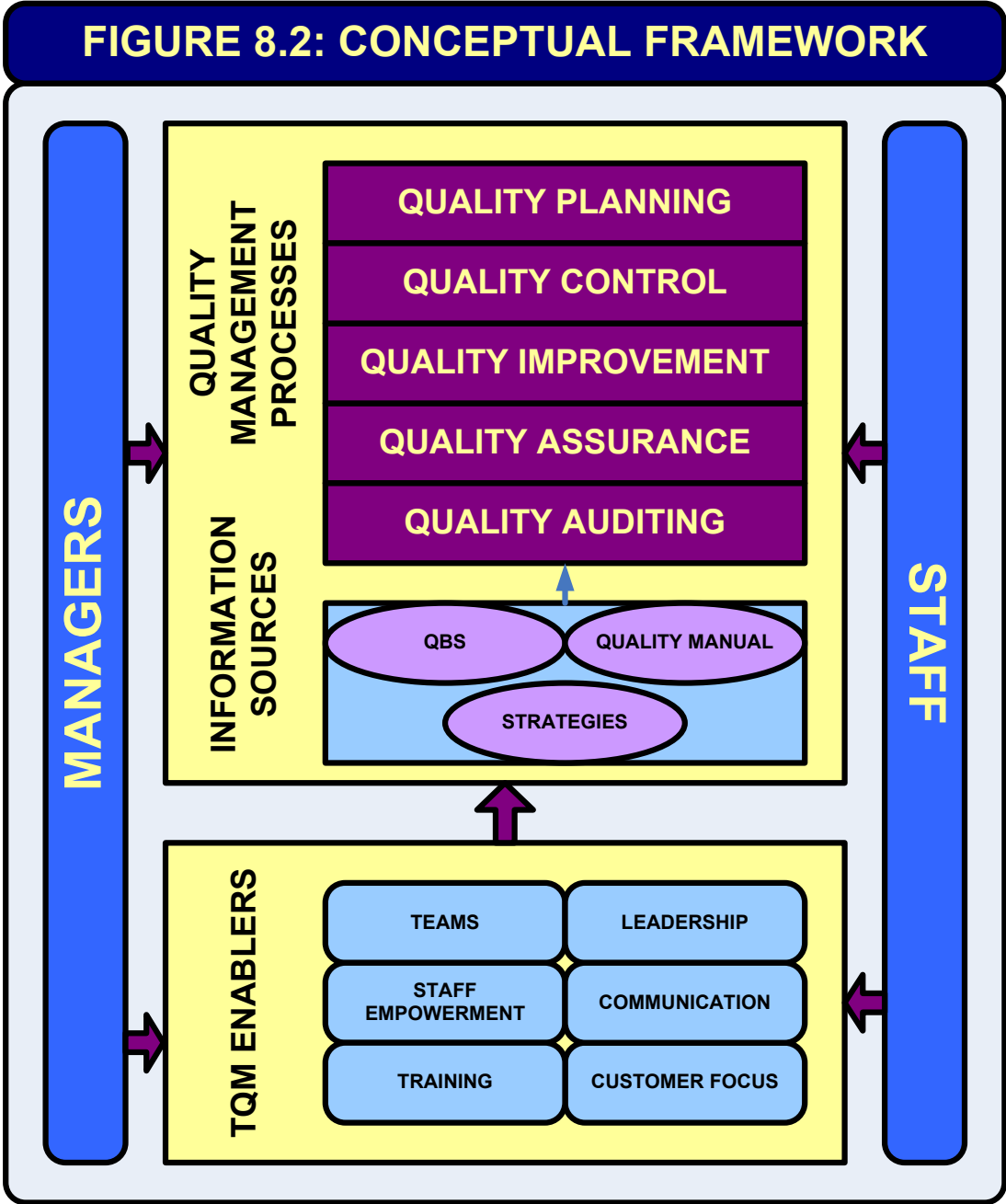
8.2.3. Objective 3

The third objective in this study was to explore how hotel managers and staff approach quality management in 5-star hotels. A multiple case study approach was used in order to achieve this objective. The researcher conducted semi-structured interviews with hotel operations managers and staff members. In order to achieve this objective, the researcher aimed for achieving four targets. The first target is to explore how hotel managers and staff define quality. The second target is to explore the major quality barriers that hotel managers and staff face. The third target is to explore the sources of information that hotel managers and staff need to deliver quality. The fourth target is to explore how hotel managers approach quality management processes in their hotel operations.

8.2.4. Objective 4

The fourth objective of the study was to explore the critical success factors relating to the introduction of a TQM culture in 5-star hotel operations. Using the same multiple case study, the researcher conducted semi-structured interviews with hotel operations managers, HR managers, and staff members. The researcher used the conceptual framework (TQM model) as a tool to achieve this objective. The researcher aimed to explore how the respondents approach the critical success factors identified in the model as "TQM enablers". Those enablers were teams, leadership, staff empowerment, communication, training, and customer focus.

8.2.5. Objective 5

The fifth objective was to analyze and compare the TQM approach adopted in 5-star hotels with theoretical perspectives. The researcher conducted a cross-case and cross-participant analyses to identify the gaps between cases; and the gaps between hotel managers and staff. The researcher also made comparisons between literature and case study results, to identify the gaps betweens theory and practice. The conceptual framework was used as a tool to structure the layout of the analysis.

8.2.6. Objective 6

The sixth objective was to review and present an integrated model for introducing a TQM culture within 5-star hotel operations (figure 8.3). The researcher developed the model based on the way hotel managers and staff approach TQM and the actual information sources and quality management processes used in 5-star hotel operations.

FIGURE 8.3: TQM CULTURE IN 5-STAR HOTELS IN UK

MANAGERS

STAFF

QUALITY MANAGEMENT PROCESSES

| QUALITY PLANNING |
| QUALITY IMPROVEMENT |
| QUALITY ASSURANCE |
| QUALITY AUDITING |

INFORMATION SOURCES

QBS	POLICY
LSOP	GCS CARDS
NEWSLETTER	REPORTS

TQM ENABLERS

TEAMS	LEADERSHIP
STAFF EMPOWERMENT	COMMUNICATION
TRAINING	CUSTOMER FOCUS
STAFF SUGGESTION SCHEME	STAFF REWARDING SCHEME
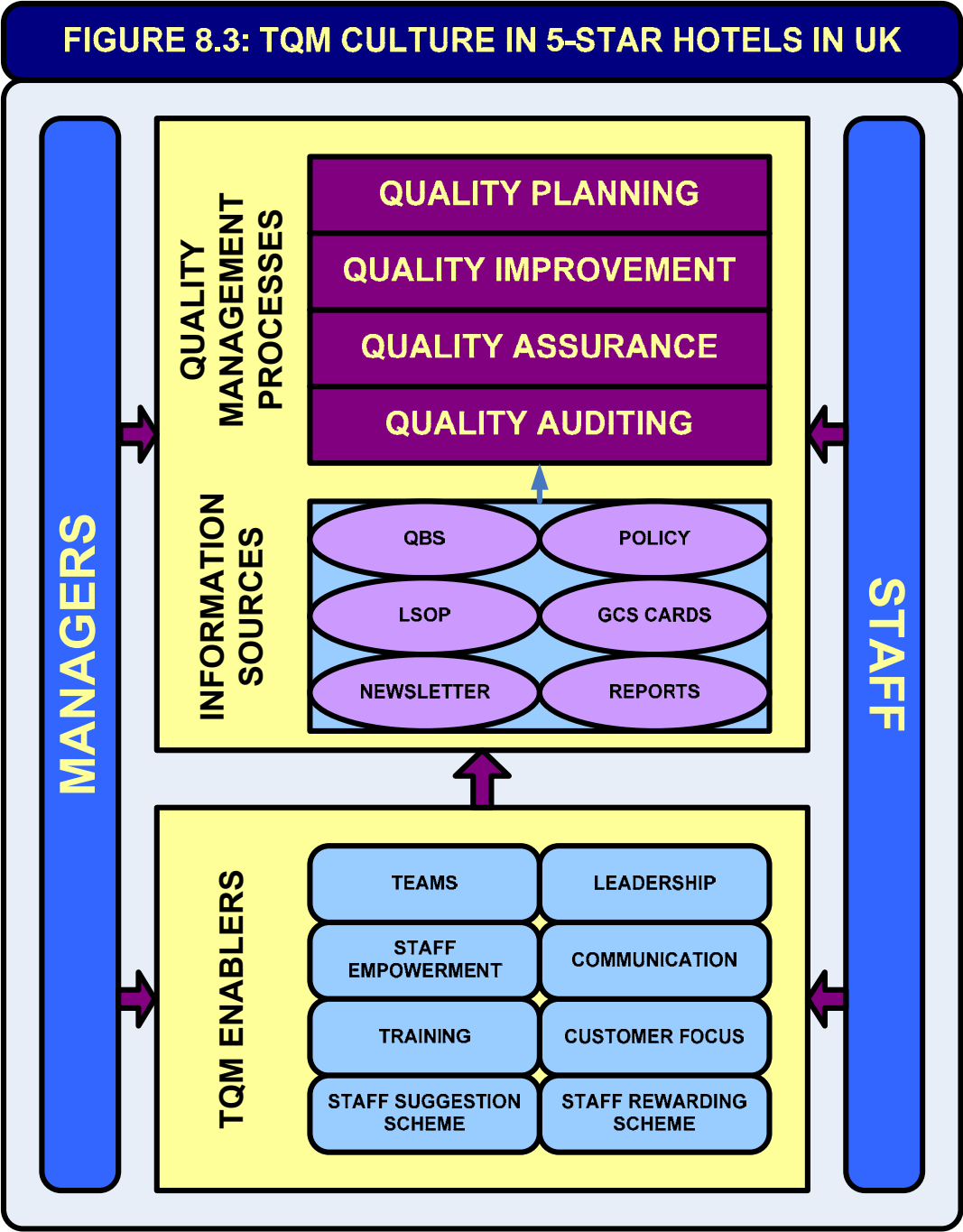
8.3. Major findings

8.3.1. Introduction

After targeting and reviewing the study's six objectives, the multiple case study resulted in several findings. These findings were categorized onto four platforms. The first platform is quality perception, which includes quality definition and quality barrier. The second platform is TQM enablers, which includes teams, leadership, staff empowerment, communication, training, and customer focus. The third platform is information sources, and the last platform is quality management processes. The findings in these four platforms emulate how 5-star hotels approach TQM culture.

8.3.2. Quality perception

In terms of defining quality in hotels, the study found that both hotel managers and staff agreed to define quality as meeting or exceeding customer satisfaction. This definition conforms to the definitions used in the literature such as Oakland (2003), Dale (2003), Hoyle (2007) and Rawlings (2008). This definition reflects that both hotel managers and staff aim to satisfy hotel customer as they all understand the value of meeting or exceeding customer needs to the success of the business.

In terms of quality barriers, the study found that eleven quality barriers exist in 5-star hotels. The first barrier was the lack of consistency in staff performance. The second barrier was increased staff turnover. The third barrier was lack of skilled staff. The fourth barrier was lack of English language in staff. The fifth barrier was lack of decentralization. The sixth barrier was increased work overload. The seventh barrier was lack of funds. The eighth barrier in case three is the variance in staff perceptions towards quality. The ninth barrier is lack of ambitious staff. The tenth barrier was that guests have different perceptions towards quality. The last barrier was that managers were over concerned with costs. Those barriers were found to be negatively affecting the introduction of a TQM culture in hotels as the affect the achievement of TQM objectives.

8.3.3. TQM enablers

In terms of assembling teams, the study found that assembling cross-functional quality teams is a critical success factor of the introduction of a TQM culture in 5-star hotels. The study found that quality teams are assembled in 5-star hotels for the purpose of problem-solving. The study also found that some hotels may allow staff to be involved in such teams but most hotel managers prefer not to.

In terms of leadership, the study found that leadership is defined by hotel managers as the ability to motivate a group of people towards achieving organizational objectives. Whereas, leadership was defined by hotel staff as the ability to communicate with team members and maintain a friendly working atmosphere. The study found that leadership is a critical success factor of the introduction of a TQM culture in 5-star hotels.

In terms of staff empowerment, the study found that most hotels empower their staff by allowing them to participate in the decision making process. The study also found that most hotel managers believed that staff should be empowered for the good of the business. The study also found that some hotel managers empower their staff by allowing them to submit their own suggestions on how to improve the quality of service. The study found that this form of empowerment increases the staff commitment towards the organization. The study also found that staff empowerment is a critical success factor of the introduction of a TQM culture in 5-star hotels.

In terms of communication, the study found that most hotel staff and managers are satisfied with the levels of communication in the hotels. The study also found that sharing information between hotel managers and staff is a two-way process. The study also found that communication is a critical success factor to the introduction of a TQM culture in 5-star hotels in the UK.

In terms of training, the study found that both on-the-job and off-the-job training approaches are used in hotels. Some hotels emphasize the first approach, and other hotels emphasize the second approach. The study also found that training suffer from some difficulties in 5-star hotels. Those difficulties are lack of time spaces to make staff available for training; lack of funds, lack of a dedicated training officer in the HR department, and lack of professionalism in staff. The study also found that training is a critical success factor to introduce TQM culture within 5-star hotels in the UK.

In terms of customer focus, the study found that all hotel managers and staff believe that they are customer focused. All hotel managers and staff claim that they aim to meet or exceed the needs of their customer as they believe this is needed for the success of the business. The study also found that customer focus is a critical success factor to introduce TQM culture within 5-star hotels in the UK.

A key finding in this study is that staff suggestion and rewarding schemes used in 5-star hotels are also critical success factors of introducing a TQM culture to 5-star hotel operations. The study found that such schemes help increase staff commitment toward the organization and so improve staff performance. The study found that staff suggestion and rewarding schemes enable TQM as they help achieve staff satisfaction.

8.3.4. Information sources

In terms of information sources in 5-star hotels in the UK, the study found that they include the hotel's QBS, LSOP, GCS, policies, reports, statistics, and newsletters are the most important sources for both hotel managers and staff. The study also found that quality manuals do not exist in 5-star hotels in the UK. The study also found that the use of these sources is important to introduce a TQM culture in 5-star hotels in the UK.

8.3.5. Quality management processes

In terms of quality management processes, the study found that 5-star hotels in the UK approach quality management using four processes: quality planning, quality improvement, quality assurance, and quality auditing. The latter is the only process that is implemented by all 5-star hotels in the UK. Quality auditing is also the only quality management process that is outsourced in 5-star hotels. Most hotels also implement quality assurance; and some hotels implement quality planning. The study also it was found that quality planning, quality assurance, and quality auditing are all required for the introduction of TQM culture in 5-star hotels. The study also found that quality control is not implemented in 5-star hotels.

8.4. Research contribution

This study makes a significant contribution to knowledge. The study contributed to knowledge through reviewing relevant literature and empirical research related to quality, quality management and the introduction of TQM culture to both manufacturing and service organizations. The study also contributed to knowledge through reviewing relevant literature and empirical research related to hospitality and approaches to the introduction of a TQM culture to 5-star hotel operations. The study also developed a conceptual framework of introducing TQM culture to 5-star hotel operations.

This study makes a significant contribution to practice. The study contributed to practice through exploring how hotel managers and staff approach quality management in 5-star hotels. The study explored how hotel managers and staff define quality. The study explored the major quality barriers that hotel managers and staff face. The study explored the sources of information that hotel managers and staff need to deliver quality. The study explored how hotel managers approach quality management processes in their hotel operations.

Another contribution to practice was through exploring the critical success factors relating to the introduction of a TQM culture in 5-star hotel operations. The study explored how assembling teams is approached in 5-star hotels. The study explored how leadership is approached in 5-star hotels. The study explored how staff empowerment is approached in 5-star hotels. The study explored how communication is approached in 5-star hotel. The study explored how staff training is approached in 5-star hotel. The study explored how customer focus is approached in 5-star hotel.

The study also contributed to practice through identifying major gaps between theory and practice. The study found that quality control is not implemented in 5-star hotels. The study also found that 5-star hotels do not operate using quality manuals. The study also found that quality auditing is the only outsourced quality management process in 5-star hotels. The study also found that staff rewarding and staff suggestion schemes are critical success factors to the introduction of a TQM culture to 5-star hotel operations.

The study also presented an empirical model for introducing a TQM culture within 5-star hotel operations. The model is based on the data obtained from the field study, which makes it suitable for managers and staff in 5-star hotels.

8.5. Research limitations

This study comprised a comprehensive multiple case study that was conducted in three 5-star hotels in the UK. The case study included interviewing three different members of staff in each of the three hotels. To achieve the third objective, the operations manager and a staff member were interviewed. To achieve the fourth objective, the operations manager, the HR manager, and a staff member were interviewed. Although the qualitative approach was extensive and informative, in a field where there is lack of literature, a quantitative component could have been beneficial to the study as it would have extended the research findings in some areas.

8.6. Suggestions for further research

As indicated above, the study was limited to a qualitative approach. Further research could examine and expand the findings of this study by conducting quantitative research. Quantitative research could test the incorporation of staff's key performance indicators that contribute to the achievement of quality targets. In terms of TQM enablers, further research could investigate models for enablers such as teams assembling, staff empowerment, leadership, communication, training, and customer focus. In terms of information, further research could investigate models that examine the effectiveness of information sources in hotels. Furthermore, communication process between hotel managers and staff could also be evaluated using a model that present critical factors that affect the process.

In terms of quality management processes, further research could investigate models that can improve the effectiveness of such processes as quality planning, quality assurance, and quality auditing.

The study showed, in many cases, that the cost factors can at many times become a liability in terms of achieving TQM. Further research could investigate models that can help managers reduce the impact of the costs factor in hotels.

The study also showed that staff satisfaction in disregarded in most 5-star hotels as an objective of TQM, even though it is regarded so in the literature. Further research could investigate how hotel managers approach staff satisfaction and what are the critical success factors that would achieve that objective.

8.7. Personal reflections

Several issues reflected on my journey during the research period. In terms of the research theoretical stance, I learnt that quality is a critical issue to study, especially in hotel industry. This is because quality had several definitions that were originated from different perspectives of authors. In the hotel industry, it is difficult to study quality because of the nature of the product/service that a hotel offers its customers; whereas in manufacturing industries, it is easy to identify quality aspects of a product.

In terms of the research practical stance, I learnt 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. They are also incapable of identifying quality aspects of their products/services through the use of a proper QMS. Second, hotel managers have not yet realized the importance of the human factor in the management of quality in hospitality. They only perceive one side of the human factor, which is the customer. They do not, however, see the rest of the picture, which includes staff, HODs, and even managers themselves.

There are some things I would do the same, if I ever have the chance to conduct the research again. First, I would review literature about quality, quality management, and TQM. Second, I would also aim to develop a model out of the literature review to use it as a conceptual framework in the study. Third, in the field study, I would also target different categories of hoteliers such as hotel managers and staff. On the other hand, there are some things I would change, if I ever have the chance to conduct the research again. I would try to involve more stakeholders in the research participants such hotel customers and hotel chain's board of directors.

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