

TQM-based self-assessment tool for hospitality industry.

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Abstract: In the hospitality industry, quality is of extreme importance but so far the focus of many institutions working in the field of hospitality have only been on training front line staff to ensure guest satisfaction. When a customer stays at a hotel, his perception of quality is defined by reliability, assurance, empathy, tangibles and responsiveness. All five factors combined lead to customer satisfaction and even loyalty. Working to improve the quality of service in the hospitality industry has a positive impact on the hotel overall business performance which includes of coarse internal and external customers satisfaction and loyalty. The employee working values increases leading to a high job commitment and satisfaction, employee empowerment and involvement improves communication and encourages teamwork. Effective leadership reduced cost and increases external customer loyalty which in return will exceed the competitive advantage of the hotel over its rivals in a rapidly changing environment. But unfortunately the importance of process measurement and improvement has been widely ignored. Forms and questionnaires used as measuring tools for evaluating service quality and determining customer satisfaction have proved to be ineffective since steps can be taken for improvement after dissatisfied customers had left the hotel. Thereby, the suggestions and recommendations are received too late to prevent a customer from being affected by it. When an hotel is initiating or intensifying a systematic work based on TQM, one important question is where and how to start, for so, some institutions working in the field of hospitality developed its own self- assessment tool to identify areas that are important for improvements in order to solve quality problems, enhancing service quality, acquiring customers loyalty and at the same time support a culture based on TQM values, self- assessment process is in its way to become an established methodology in hospitality industry. The aim of this part of the research is to present a TQM-based self-assessment tool that can be effectively used by managers, decision makers, and TQM practitioners working in the field of 5-stars hotel business in achieving the previously stated goals for the sake of the hotel success and its stakeholders benefits. The statistical package for social science (SPSS) approach was used for analyzing collected data, Furthermore; a future scope of this study is also presented at the end of the research.

Index terms- TQM practices, hospitality industry, hotel business, self- assessment tool dimensions.

1-INTRODUCTION

TQM is one of the most famous and durable developed and modern concepts and philosophies of management at the end of last century that has severely affected on the history of new businesses. A review on different studies around executing TQM in organizations shows that the organizations applying the principles of TQM in their activities have exploited its advantages in different fields (Mehraban, 2004), among which we can imply to tourism and hostelling industry. Today, the lodging industry is one of the most dynamic sectors of sport tourism industry. Everywhere the athlete goes, he needs a place to sleep rest and prepare food. The sport guesthouse is considered one of all kinds of lodgings, and reflects the different needs of these industry passengers. All important by lodger is the quality of interaction among its employees and senior managers which forms the basis of TQM. Although the quality of physical products is related to good itself, while service depends on the way of interaction or actual relation between seller and costumer during offering service.

Practical application of TQM implies, among other things, usage of different suitable methodologies and tools to support the TQM culture. One of these methodologies is organizations self-assessment supported by a suitable TQM-based tool. Self-assessment means roughly that the members of the organizations creates a picture of today's way of working and from that identifies strengths to be proud of, but primarily improvement possibilities and issues for the improvement work that should follow; (EFQM, 1996).

The interest in such means has increased during the last decade, not the least in the public sector, for instance, (Burkhalter, 1996); Dahlgard et al., 1998) say that today it is "generally accepted that a TQM process starts with a self-evaluation..." and according to (Zink, 1997) "self- assessment is a powerful management tool".

The interest in self-assessment has increased rapidly during the 1990s. This can be illustrated by the amount of literature and articles, which have been published; see, for instance, (Porter & Tanner, 1995), (Zink, 1997), (Hellsten, 1997a) and (Conti, 1997). According to (Hellsten, 1997a), the interest in self-assessment started mostly among large organizations. Studies of self-assessment practices show that it is not much used by smaller organizations; (Klefsjö, 2003) and (Sturkenboom et al., 2001). (Porter & Tanner, 1996), state that it is hard to carry out changes in organizations without understanding the organizations history, structure, competition, and main activities. The basic question "where are we now?" can, they say, be answered by accomplishing a self-assessment. According to (Zink, 1997), the aim must be to achieve 'areas for improvement' without losing sight of the 'strengths' of the organizations. According to (Hakes, 1996), it is clear that the main reason to work with self-assessment is to improve the performance of organizations. To be able to achieve improvements, organizations should transform found strengths into plans, or as (Zink, 1997) says: "Good intentions stemming from self-assessment should be translated into concrete assessable action plans and improvement targets, all integrated into regular business plans". According to (Hillman, 1994), the objective of self-assessment is to identify and act on the areas of the improvement process that "requires additional effort, while recognizing and maintaining that which is already doing well". (Wright, 1997) has made a similar reasoning but emphasizes also the importance of the fact that a self-assessment programs should be followed up by actions on the findings. This is required since self-assessment will not result in improvement on its own.

(Hellsten, 1997a) claims that internal issues are the most important reason why organizations choose to initiate self-assessment, and refers to studies by (van der Wiele et al., 1996)

and (Finn & Porter, 1994). The survey by (van der Wiele et al., 1996) includes 117 European organizations that have experience from self-assessment, and they found that the most important reasons for performing TQM-based self-assessment are:

- To find opportunities for improvement
- To create focus on a model of TQM-based on either the criteria of the EFQM model or of the Malcolm Baldrige National Quality Award
- To direct the improvement process
- To provide new motivation for the quality improvement process
- To manage the business.

(Brown & van der Wiele, 1996) show, on the basis of national postal survey of self-assessment in Australia, that the reasons for using self-assessment are mainly to find opportunities for improvements and to direct the improvement process, while the goals for introducing self-assessment are to improve business performance, to drive continuous improvement and to increase quality awareness in all aspects of the business.

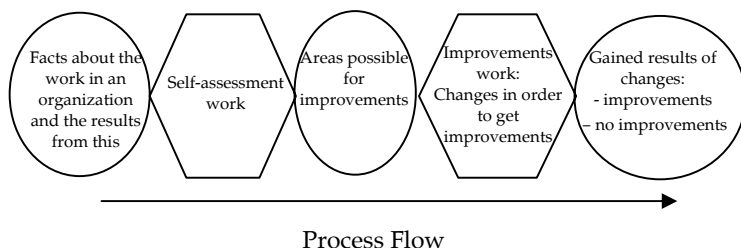
It seems logical that internal reasons constitute the most important motivation for accomplishing a self-assessment. Improvements should be more efficiently performed if we ourselves could identify the weaknesses of our organizations and if we ourselves could identify what to do and also are allowed to create and participate in the improvement planning.

A couple of studies, discussed by (Porter & Tanner, 1996), show that the main benefits with self-assessment, found from a number of fairly large organizations which have performed self-assessment, are that:

- It provides an objective identification of current strengths and areas for improvement
- It enables possibilities for comparison between departments, divisions and externally against other organizations in a learning culture
- It provides an analysis of an organizations overall capability to meet customers' requirements and expectations
- Provide strategic directions for the organizations
- Can bring an organizations into a potential award winning position.

In order to obtain benefits, in the form of improvements, the self-assessment work has to be followed by improvement work, as illustrated in Figure 1. In some cases, the improvement work is described as a part of the self-assessment work; see (EFQM, 1996). However, in this study, self-assessment is considered as a first step and improvement work a second. This is further described in figure (1).

Figure: 1



Source :(Svensson M., 2004)

This implies that all activities that build-up these two parts of the working chain have to be carried out in a manner that also enables the work in the following stages. To be able to efficiently pass

through all the chain, it is necessary to handle the possible obstacles that might appear. As a consequence, there is a need to get knowledge of conceivable obstacles to make it possible to accomplish the whole chain (Svensson M., 2004).

In the third part of the research, the researcher presented a TQM improvement process model, see (Walid Montasser & Abd Alhakim Almanhawi, IJSER magazine, volume 4, issue 5, May edition), this proposed model could be used to effectively help the hotel management in identifying and solving TQM implementation problems that negatively affect quality of service offered and at the same time decreasing customers satisfaction and loyalty, finding problems could be considered the most important step in this process, because, upon which improvement objectives are determined, improvement plan is formulated and implemented, the results are checked and standardized, for so a proper self- assessment tool should be used to detect quality problems, there are many of such tools, one of them is the TQM-based self- assessment tool that was constructed and used in the third part of the research. Finally the researcher felt that for the sake of the whole research it is better to amply discuss the methodology behind constructing of this tool, and clearly demonstrate it.

2-Research methodology

This part of the research was preceded through 3 steps based upon one another as follows.

Step 1:

- In order to construct the TQM-based self- assessment tool, the researcher formulated an action plan to achieve two objectives , the first objective was to identify the hotel key activities and sub-activities related to each of the previously selected 10 TQM practices (CSFs), see, (Walid Montasser & Abd Alhakim Almanhawi, IJSER magazine, volume 4, issue 2, February edition), the second objective was to determine the determinants of service quality, the drivers of employees satisfaction and also the drivers of customers satisfaction and loyalty, these identified activities and drivers represent the constructs and items of the self assessment tool, the action plan was implemented through, first, a series of meetings that were held with the top management staff of three well known quality-oriented 5-stars hotels, and second, through studying a multiple number of researches for the stated researchers: (Parasuraman, Berry & Zeithmel, 1985),(Baren, James G, 2006),((Parasuraman, Berry & Zeithmel, 1988),(Robert, D., 2009), (Zeithalm & Bitner, 1996),(Elizabeth, et al., 2003),(DMAI/IAAM, 2007),(Cant, et al, 2002),(Parasuraman & Berry, 2002),(Stank, et al., 1999),(Conard Lashley, 2001),(Oliver, 1997),(Bowen & Shoemaker, 2003),(Keiningham, et al., 2008), (M. Shahbazipour,2007),(Leading for loyalty, 2005),(Zang, Z.H., 2001),(Xiao, Y., 2010), and (Oluseun, A., 2008), (Sunil C.D Souza & A.H.Sequeira, 2011), and (Seyed M, 2008), Finally the objectives were achieved and as a result the researcher was able to construct the TQM-based self- assessment tool.

Step 2:

- The constructed assessment tool was introduced to five quality experts working in the field of concern whom was asked to evaluate the validity of the constructed self- assessment tool, and their feedback stated that in spite of some remarks and comments, yet, this tool is considered valid and it can be used as an effective assessment tool in the field of hospitality industry.

- Note, all of these remarks and comments were considered and corrected, the modified self- assessment tool was re-introduced to the experts again for final approval, and it was approved.

Step 3:

- To measure the internal reliability of the proposed self-assessment tool, the assessment tool form was distributed over the 250 hotels experts whom were chosen before in the second part of this research ; see ((Walid Montasser & Abd Alhakim Almanhawi, IJSER magazine, volume 4, issue 4, April edition), the analysis of the results of the gathered 250 forms using the statistical package for social science (SPSS) approach revealed that all constructs for this model have Cronbach’s alphas larger than 0.7 (a level considered “acceptable” in most social science research).

3-Results

- The constructed TQM-based self- assessment tool composes of two parts, the first, will be used to identify the weak areas in the implemented TQM practices, while the second, will be used to measure the hotel overall business performance, Finally, the TQM assessment tool is demonstrated in its final shape as follows.

-Assessment Tool for TQM Implementation

- As shown in tables below, the first column lists the TQM implementation practices. The second column lists the addressed area(s) for each practice. These specifically addressed areas are presented in the form of positive statements. . In order to help the user in rating each TQM implemented practices, scoring guidelines were developed on the basis of the European Model for Total Quality Management (1994) and the American Malcolm Baldrige National Quality Award (1999). Scoring results are listed in the third column. Thus, a user can rate the hotel’s TQM CSFs implementation using a score between “0” and “10”. The number “0” means that the hotel is extremely weak in this practice, the numbers”1”and”2” mean that the hotel is very weak in this practice, numbers”3”and”4” mean weak in a certain practice,”5” means average,”6” and”7”mean strong,”8” and”9” mean very strong, while the number “10” indicates that the hotel is extremely strong in a certain practice. Lower scored practices (e.g., lower than or equal to 5) should be given more attention by the hotel. During the process of assessment, the strengths and weaknesses of addressed areas should be referred to. If the hotel is neither strong nor weak in the identified area, “Average” should be indicated. The strengths and weaknesses are listed in the fourth column. The weak areas of the hotel’s TQM implementation can be used by the hotel to formulate improvement plans. If some TQM implementation practices are not applicable (e.g., the hotel does not have product design activities), “Not applicable” should be indicated in the “Scores” column.

Note that all information in the columns “Scores” and “Strengths and Weaknesses” is the evaluation result of the case hotel’s TQM implementation.

Scores	Criterion
0	-No evidence is available.
1-2	-Little required evidence is available; -A systematic approach to the basic purposes of the practice is just beginning; -Huge gaps exist in deployment, which inhibits progress in achieving the basic purposes of the practice.
3-4	-Some required evidence is available; -A systematic approach to the basic purposes of the practice has been in use for some time; -Some areas are in the early stage of deployment.
5-6	-Much required evidence is available; -An approach is soundly based and systematic, which is responsive to the overall purposes of the practice; -The approach is developed, although deployment may vary in some areas.
7-8	-All required evidence is available; -An approach is soundly based and systematic, which is responsive to the multiple requirements of the practice; -The approach is well deployed without significant gaps.
9-10	-A sound, systematic approach, fully responsive to all the requirements of the practice is fully developed; - The approach is fully deployed without significant weaknesses in any area.

Notes: Approach refers to how a hotel addresses the practice requirement(s) – the method(s) used. Deployment refers to the extent to which a hotel’s approach is applied to all requirements of the practice (Malcolm Baldrige National Quality Award, 1999).

Table 1: Leadership

TQM Implementation Practices	Addressed Areas	Scores	Strengths and Weaknesses
Top management commitment.	<ul style="list-style-type: none"> • The management wishes a new management style where quality is brought to every department. • Senior executives are committed to the hotel’s quality policy and values. • Senior executives communicate the hotel’s quality policy and values to the customers, employees and suppliers. • Senior executive’s behavior is consistent and predictable. • Senior executives are honest about hotel I quality issues and changes. 		

	<ul style="list-style-type: none"> • Top management demonstrates commitment to quality through actions rather than words. • Top management assumes responsibility for quality performance. 		
Top management involvement.	<ul style="list-style-type: none"> • Managers of the hotel continually improve themselves. • Managers of the hotel assume active roles as facilitators of continuous improvement, coaches of new methods, mentors and leader of empowered employees. • Lead TQM implementation standing from the front. • Involve in TQM implementation personally. • Different department's managers participate in the formation of hotel policy and strategic decisions. 		
Passion for excellence.	<ul style="list-style-type: none"> • The senior managers in the hotel are capable of leadership in view of the hotel and departments target. • Make decisions based on facts rather than by imagination. • Uses various pieces of information for decision-making. • The managers of the hotel share their information and experiences with their workers. • The senior managers encourage workers to set and meet high performance standard. • Establish a hotel-wide quality culture. 		

Inspire guide, coach and support improvement activities.	<ul style="list-style-type: none"> • Top management explains how workers contributions are valuable to the hotel. • Top management provides workers with opportunities to improve their job knowledge and experiences. • Top management ensures that all hotel team works well together. • Top management is positive and sets a good example of professional behavior. • Top management delegates meaningful work assignments to help workers to grow. • When solving problems or making decisions management encourages workers to think of alternative solutions. 		
Pursuit of long-term business Success.	<ul style="list-style-type: none"> • Management focuses on quality of products and services rather than yields. • Senior executives actively develop one integrated quality plan to meet business objectives. • Pursues long-term overall business performance. 		
Share the values.	<ul style="list-style-type: none"> • Management understands when a worker is experiencing personal difficulties. • Top managers are open to feedback and makes changes in their approach when necessary. 		

	<ul style="list-style-type: none"> • Top management encourages hotel team to share ideas and to collaborate on their approach. • Hotel management respects their workers knowledge and trusts their abilities. • Hotel management encourages team celebrations when one or all of the workers achieve goals. • Top management encourages their workers to think independently. 		
Vision statement.	<ul style="list-style-type: none"> • Top management articulates a long-term vision statement. • Top management communicates the vision statement to employees. • Hotel management use the vision statement as a guide to formulate business strategies. 		
Overall business performance plan.	<ul style="list-style-type: none"> • Hotel management formulates a long-term overall business performance plan. • Has an annual overall business performance plan. • Inspection, review, and checking of hotel overall performance are conducted continuously. • There is a system for continuously evaluating hotel overall business performance. 		
Quality improvement plan	<ul style="list-style-type: none"> • Top managers formulate a quality improvement plan to target major problems areas. 		

	<ul style="list-style-type: none"> • Top managers conduct the implementing of quality improvement plan in practice. 		
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Table 2: Customer focus

TQM Implementation Practices	Addressed Areas	Scores	Strengths and Weaknesses
Customer satisfaction Orientation.	<ul style="list-style-type: none"> • The hotel understands who its customer is. • Has a customer-oriented vision that is clearly defined and communicated. • Has a customer-oriented culture that embeds customer satisfaction throughout hotel practices. • Has customer satisfaction information on the quality of products and services from the hotel competitors. • Systematically and regularly measures the extent of customer satisfaction. • Uses the information from customer satisfaction surveys for quality improvements. 		
Customer's relationships.	<ul style="list-style-type: none"> • The hotel has developed a program to maintain good customer relationship. • The hotel listens and learns from customers. • Seeks the satisfaction and loyalty of the customers. • Provides necessary assistance for customers before, during, and after the service process. 		

	<ul style="list-style-type: none"> • Has service standards and implements them strictly. • Has skillful sales and service personnel. 		
Identifying customer's needs.	<ul style="list-style-type: none"> • The hotel acts to its customer's requirements. • Uses effective tools to identify customer's needs to improve the service process (e.g., Kano's model, QFD, etc...). • The requirements of the customer's are effectively disseminated throughout the hotel. • The hotel divisions seek feedback from customers to determine their needs regarding the service offered. 		
Customer information system	<ul style="list-style-type: none"> • The hotel has an effective customer information system. • Stores various data related to customers (e.g., satisfaction surveys). • Ensures the data and information integrity and accuracy. • Effectively uses data and information to analyze the its performance. • Data is also used as a base for improvement and benchmarking. 		
Customer's complaints information system.	<ul style="list-style-type: none"> • The hotel has an effective management process for solving customer's complaints. • Collects customer complaints extensively. • Treats customer complaints with top priorities. • Aggregates and analyzes the customer's complaints for the opportunities of improvement. 		

Market investigation	<ul style="list-style-type: none"> • The hotel collects information about customers' needs and expectations through market investigation. • Obtains information about customers' potential needs and expectations. • Formulates effective actions for improving quality of products and services through market investigation. 		
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Table 3: Process management

TQM Implementation Practices	Addressed Areas	Scores	Strengths and Weaknesses
Service process design.	<ul style="list-style-type: none"> • The hotel addresses the quality of service in design process. • The hotel has customer participation in service design process. • An effective system exists within the hotel to prioritize those processes identified as needing improvement or re-design. • Coordination among affected departments in the service design process exists in the hotel. • Analysis of customer requirements in service development to be noted in the hotel 		
Service process implementation	<ul style="list-style-type: none"> • An effective service delivery system exists in the hotel. • The service processes are specified and clarified. • The hotel ensures efficiency and effectiveness in service process. • The hotel has effective methods to assess performance to improve its service quality process. 		

	<ul style="list-style-type: none"> Jobs and works flow is organized in work unit effectively. The hotel uses IT-enabled transaction in its service delivery. 		
Inventory management	<ul style="list-style-type: none"> Keeps the amounts of inventories as low as possible. Keeps the warehouse neat and keep inventories in good order. 		
Inspection	<ul style="list-style-type: none"> Assigns employees responsibilities to perform self-inspection. Uses inspection information to seek quality improvement. Tries to reduce various inspection activities. 		
Equipment maintenance and innovation	<ul style="list-style-type: none"> Has equipment maintenance plan; Conducts breakdown equipment maintenance; Conducts preventive equipment maintenance; Assigns employees the responsibility for daily equipment maintenance; 		
Work instructions	<ul style="list-style-type: none"> The hotel has a standardized and documented operating procedure to support daily operations. Integrates existing work documents into work instructions. Draws up various work instructions referring to procedures. Formulates work instructions by people from different departments. 		
ISO 9000 certification	<ul style="list-style-type: none"> Implements all quality system documents in practice. Modifies quality system documents through quality audits and management review. Selects a registration body for ISO 9000 certification; 		

	<ul style="list-style-type: none"> Improves quality system documents continuously. 		
Use of quality tools	<ul style="list-style-type: none"> Uses the seven QC tools extensively. Uses the seven new QC tools extensively; 		
Quality costs	<ul style="list-style-type: none"> The hotel has an accurate and efficient data base that provides information on its quality costs. Uses information to formulate improvement actions. 		
Process capability	<ul style="list-style-type: none"> Controls and improves service process capability 		
Continuous improvement	<ul style="list-style-type: none"> There is a continuous improvement effort in the hotel. The hotel management identifies weak areas in TQM implementation that affect the hotel overall business performance continuously. The management sets short and/or long term quality improvement goals continuously. Formulates plans to achieve the improvement goals. Employees understand and continuously use the PDCA cycle. 		

Table 4: Human resource management

TQM Implementation Practices	Addressed Areas	Scores	Strengths and Weaknesses
Employee commitment	<ul style="list-style-type: none"> Management recognizes workers suggestions. Employees are encouraged to contribute to the targets of their work. 		

	<ul style="list-style-type: none"> • Employees are rewarded for taking decisions that the work requires. • The hotel respects and trusts its employees. • Encourage employees to report their own working problems. 		
Employee involvement.	<ul style="list-style-type: none"> • Employees are satisfied with their involvement in decisions that affect their work. • Employees are free to discuss work-related issues with their immediate managers/supervisors • Employees have the access to information about what they need to serve their hotel customers. • The hotel employees work together by cooperation and teamwork. • There are regular meetings and workshops. • Employees know the impact of their contribution on hotel goals. 		
Employee empowerment	<ul style="list-style-type: none"> • The management believes that the workers that are in close contact with the hotel customers should be able to give important decisions connected with their responsibilities and obligations. • The management believes that the workers that are in close contact with the hotel customers should have the capacity to take decisions into practice without the need for approval. • Employees are given the authority to fix problems on spot. • Employees feel comfortable to communicate openly with senior managers when the need arose. 		

	<ul style="list-style-type: none"> • Employees resolve complaints on first contact whenever possible and take the steps necessary to solve customer's problems. • Employees are given opportunities to improve their skills in the hotel. 		
Recognition and reward program	<ul style="list-style-type: none"> • The hotel has recognition and reward plan. • The hotel has a well developed staff performance management system to reward high performance. • Rewards are presented to employees in different forms (financially, physically, morally, etc). 		
Working condition	<ul style="list-style-type: none"> • The hotel has a conducive working environment. • The hotel Provides proper working facilities (food, transportation, undressing, sport, etc) to the hotel employees • The working conditions are appropriate, and the attention is given to the health of the workers • The hotel Pays sufficient attention to employee safety, morale, and growth; • The hotel Reduces employees' working strengths by providing suitable equipment, devices, or tools. 		
Salary promotion	<ul style="list-style-type: none"> • Salaries and wages are satisfactory. • Increases employees' salaries on the basis of employees' performance. • Increases employees' salaries fairly and rationally. 		

Position promotion and career development.	<ul style="list-style-type: none"> The hotel has a comprehensive system to motivate staff, and help them attain career development. The process of recruitment, hiring and retaining of new staff are well evaluated by human resource department. The hotel possesses an effective and well designed promoting system. Promotes employees based on their capabilities, skills, performance, and contributions to the hotel. Appoints and removes managerial personnel (e.g., middle management and supervisors) according to the principles of equal competition, fairness, and rationality. 		
Job rotation	<ul style="list-style-type: none"> The employee's jobs are rotated regularly. Establishes internal partnership between employees. 		
Evaluation of overall business performance	<ul style="list-style-type: none"> The hotel evaluates employee satisfaction. Evaluates customer satisfaction. Evaluates the quality of services. Formulates improvement actions on the basis of evaluations. 		

	<ul style="list-style-type: none"> Co-ordination between buyers and suppliers staffs to solve service quality problems. The hotel involves the suppliers in the product/service development processes. 		
Supplier selection and evaluation criteria	<ul style="list-style-type: none"> Obtains sufficient information about suppliers or potential suppliers. Reliance on reasonably few dependable suppliers who are evaluated and selected based on their capability and commitment to product and service quality, and value for money. Has supplier performance evaluation system for measuring supplier's performance. 		
Participation with suppliers	<ul style="list-style-type: none"> Increases the hotel supplier's quality awareness. Provides training for suppliers on quality issues. Participates in supplier quality improvement projects. 		
Supplier quality audit	<ul style="list-style-type: none"> Conducts supplier quality audits regularly. Audits suppliers' quality of products and services and quality management systems. Audits suppliers' manufacturing facilities. 		
Supplier's communication.	<ul style="list-style-type: none"> Establishes multiple channels of communication with suppliers. Feedback the performance of product and services to suppliers. The purchase orders clearly define the quality requirements. 		

Table 5: Supplier's partnership

TQM Implementation Practices	Addressed Areas	Scores	Strengths and Weaknesses
Partnership with suppliers	<ul style="list-style-type: none"> Works together with suppliers for mutual benefits. Long term relationship and working partnership exists with key suppliers. A win-win situation exists with key suppliers. Informing suppliers of any problems encountered with their goods. 		

Table 6: Teamwork

TQM Implementation Practices	Addressed Areas	Scores	Strengths and Weaknesses
Teamwork encouragement	<ul style="list-style-type: none"> The management looks positively to a kind of hotel management style where teamwork is applied in each process. The management encourages its own workers to participate in teamwork. 		

	<ul style="list-style-type: none"> The management sees that teamwork activities in the hotel are useful. 		
Team learning and training	<ul style="list-style-type: none"> Quality related training are provided to teams Specific work education and training are provided to teams. Arranges for skillful employees to present their working experiences for the benefits of teams. Encourages team members to present their ideas during the process of team activities. Sharing of knowledge among team members exists. Employees are rewarded for participating in team's education and training programs. 		
Quality control (QC) circle	<ul style="list-style-type: none"> The hotel has some QC circles; Encourages employees to participate in QC circles; Evaluates the effects of QC circles. 		

Training for quality management knowledge.	<ul style="list-style-type: none"> Trains employees on implementing ISO 9000 Trains employees on understanding any other ISO implementation such as (ISO 14000, ISO 18000). Trains employees on using the seven QC tools, the seven new QC tools, and statistical process control. The quality training made available to employees helps them do a better job. 		
Job training	<ul style="list-style-type: none"> Starting-work training offered to workers is sufficient. Specific work skills training given to employees throughout the hotel are sufficient. Provides job training for employees to perform their jobs better. Provides different training to different employees according to their actual job requirements Regular training for workers is put in place. New employees receive adequate training for their jobs. Employees have sufficient information about training and educational opportunities available at the hotel. Encourage informal training programs. 		

Table 7: Training and education

TQM Implementation Practices	Addressed Areas	Scores	Strengths and Weaknesses
Education and training plan	<ul style="list-style-type: none"> The hotel has an effective education and training plan. Formulates the education and training plan on the basis of employees' requirements and the hotel's resources. Provides proper educating and training facilities for implementing the education and training plan. 		
Quality awareness education	<ul style="list-style-type: none"> Quality related issues education and training are introduced to managers, supervisors and employees (e.g.; TQM philosophy, principles and practices, importance of TQM implementation, the requirements for an effective TQM implementation, common errors in TQM implementation, etc...). 		

Table 8: Organizational culture

TQM Implementation Practices	Addressed Areas	Scores	Strengths and Weaknesses
Cultural leader	<ul style="list-style-type: none"> Leaders define and communicate central values that employees believe in and rally around. Leaders heed the daily activities that reinforce the cultural vision. Leaders ensure work procedures and reward systems match and reinforce the values. Leaders make it a point to develop and mentor others. Leaders make sufficient efforts to get the opinions and thinking of people who work at the hotel. It is very seldom that a manager will act in a way contrary to the hotel's espoused values. 		

Employees cultural awareness	<ul style="list-style-type: none"> • Virtually all managers and most employees can describe the hotel's values, purpose, and customer importance. • There is clarity among hotel members about how their jobs contribute to hotel goals. • The hotel and its managers value what's best for the hotel over the long run than short-run results. • Conformity to the hotel mission and values is more important than conformity to procedures and dress. • The hotel emphasizes what the hotel must do well to succeed in a changing world. • Warmth and support of other employees is a valued norm, even across hotel departments. • Recruiting is taken very seriously, with multiple interviews in an effort to find traits that fit the culture. • Recruits are given negative as well as positive information about the hotel so they can freely choose whether to join. 		
Culture manifestations.	<ul style="list-style-type: none"> • Employees have heard stories about the hotel's leaders or "Heroes" who helped make the hotel greater. • Ceremonies and special events are used to recognize and reward individuals who contribute to the hotel in significant ways. 		

Table 9: Benchmarking

TQM Implementation Practices	Addressed Areas	Scores	Strengths and Weaknesses
Benchmarking process	<ul style="list-style-type: none"> • The hotel has relevant information from competitors and best-in-class hotels. • Benchmark the competitors. • Benchmark the best-in-class hotels. 		

	<ul style="list-style-type: none"> • The hotel carries out informal benchmarking to identify best practices for improvements and opportunities. • The hotel compares its customer satisfaction with competitors. • Formulates improvement actions on the basis of benchmarking. 		
Information system for effective Benchmarking.	<ul style="list-style-type: none"> • The hotel has a computer-based integrated information system to be used for benchmarking. • The hotel has an accurate and efficient data base that provides information on customers and internal operations to be used for benchmarking. • The hotel has an accurate and efficient data base that provides information on its costs including quality costs and finance to be used for benchmarking. • The hotel has an accurate and efficient evaluation system for measuring suppliers' performance to be used for benchmarking. • There is a specific process to gather customer's suggestions, feedbacks and complaints to assess customer satisfaction to be used for benchmarking. • Shares information among different departments. • Uses the information system extensively for various business activities. 		
Employee training on benchmarking process	<ul style="list-style-type: none"> • Effective training courses are introduced to benchmarking teams on how to use benchmarking tools (e.g.; qualitative research, process mapping, cycle time analysis, SWOT analysis, etc...) 		

Table 10: Communication

TQM Implementation Practices	Addressed Areas	Scores	Strengths and Weaknesses
Information communication	<ul style="list-style-type: none"> • Effective vertical communication channels exist in the hotel • Effective horizontal communication channels exist in the hotel. 		

	<ul style="list-style-type: none"> • Effective communication channels between the hotel and its stakeholders for information sharing exist. • The hotel provides sufficient information to employees by means of regular meetings, posters, newsletters, videos, and broadcasting. • Open communication environment exists in the hotel to ease information's sharing. 		
Employee suggestions	<ul style="list-style-type: none"> • The hotel has effective employee suggestions system. • Encourages employees to submit suggestions. • Evaluates employees suggestions promptly. • Feed back evaluation results to suggestion providers. • Implements some employees suggestions after evaluation. • Provides recognition and reward for employees suggestions. 		

<ul style="list-style-type: none"> - Recognition and respect. - Job security. - Responsibility. - Leadership style and ability; - Top managers' and supervisors' conduct. - Interpersonal relationships - Hotel policies. - Personal growth (e.g., training, retraining, and promoting). - Work (e.g., work loads, job content); - Achievement. - Working conditions (e.g., safety, noise, and pollution). 		
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B- Quality of service

- The first column lists the determinants of service quality; the second column lists a 22 pairs of questions to assess the customers' expectations and perceptions about the quality of service offered, 5 Likert's scale assessment tool is used to evaluate customers answers where "1" means very weak, "2" means weak, "3" average, "4" strong and " 5" means very strong.

Table 12: Quality of service assessment

Determinants of service quality	22 pairs or questions	1	2	3	4	5
Tangibles	1. About the hotel external facade:					
	1-1. How attractive did you consider it before arriving to the hotel?					
	1-2. How attractive did you find it after seeing the building?					
	2. About the beauty of hotel internal decorations:					
	2-1. how much was your expectation about it before entering the hotel?					
	2-2. How did you like it after walking in?					
	3. About the staff appearance and their tidiness:					
	3-1. how much was your expectation about if before meeting them?					
	3-2. How tidiness do you evaluate them now?					
	4. About the hotel facilities:					
4-1. How modern did you consider them before checking in?						
4-2. How modern did you find them after checking in?						
Reliability	5. About timely accommodation:					
	5-1. How much was your expectation about it before checking in?					
	5-2. How much effort the staff make to lodge you on time?					
	6. About the room delivered to you:					

-Assessment Tool for Overall Business Performance

- Due to the features of the four elements used to express overall business performance, it was necessary to develop different scales to measure employee satisfaction, service quality, customer satisfaction, and customer loyalty as follows.

A-Employee Satisfaction

- The first column lists addressed areas that may affect employee satisfaction. As stated before the numbers between "0" and "10" is used to score employee satisfaction level. The number "0" means that employees are extremely unsatisfied with the area and the number "10" indicates they are extremely satisfied with the area and so on. The scores are listed in the second column. During the process of assessment, the strength or weakness of each addressed area (which is listed in the third column) should be pointed out. If the hotel is neither strong nor weak in an area, "Average" should be indicated. Through conducting assessment, areas needing improvement can be identified. Such areas can be used by the hotel to formulate improvement plans in order to improve employee satisfaction. Note that if some areas are not applicable to the hotel, "Not applicable" should be indicated in the column "Scores". Scoring each addressed area should be based on evidence rather than imagination.

Table 11: Employee Satisfaction

Addressed Areas	Scores	Strengths and Weaknesses
<ul style="list-style-type: none"> - Annual income (e.g., salary, bonus); - Equity, fairness, and equal opportunities; 		

	6-1. How much did you expect it to be exactly as your request before entering the room?						
	6-2. How adequate did you find it after?						
	7. About the facilities in the room and other places in the hotel:						
	7-1. How efficient did you expect them before using them?						
	7-2. How efficient do you evaluate them now?						
	8. About your orders done by the staff:						
	8-1. How correct did you expect to be done your orders before lodging in?						
	8-2. How correct do you evaluate them now?						
Responsiveness	9. About welcoming to you:						
	9-1. How much did you expect the staff for welcoming you when entering the hotel?						
	9-2. How nice did they welcome you?						
	10. About your requests responded by the staff:						
	10-1. How much did you expect the staff to respond your requests enthusiasm?						
	10-2. How enthusiasms do you evaluates them to respond you now?						
	11. About giving information for offering you better services:						
	11-1. How much was your expectation for this before lodging in?						
	11-2. How much do you evaluate it now?						
	12. About the speed of services giving to you:						
12-1. How fast did you expect to be done you requests before lodging in?							
12-2. How fast do you evaluate them now?							
Assurance	13. About the staff experience and professionally?						
	13-1. How much did you expect it before lodging in?						
	13-2. How capable do you evaluate them now?						
	14. About the staff politeness:						
	14-1. How was your expectation about it before meeting them?						
	14-2. How polite do you evaluate them now?						
	15. About the price of the services:						
15-1. How adequate did you expect the price with the services before lodging in?							
15-2. How adequate do you find them now?							
	16. About the effort done by the staff for security:						

	16-1. How much did you expect the staff for it before lodging in?						
	16-2. How safe do you evaluate the hotel now?						
	17. About the hotel atmosphere:						
	17-1. How much calm and silent did you expect the hotel before lodging in?						
	17-2. How quiet do you find it now?						
Empathy	18. About the hotel accessibility:						
	18-1. How accessible did you expect the hotel before lodging in?						
	18-2. How accessible do you evaluate it now?						
	19. About the staff availability:						
	19-1. How much was your expectation about it before lodging in?						
	19-2. How available do you find them now?						
	20. About the attention paid by the staff for informing you about the services:						
	20-1. How much did you expect them for this before lodging in?						
	20-2. How attendant do you find them now?						
	21. About the staff flexibility for adapting themselves to your requests:						
	21-1. How much was your expectation for that before lodging in?						
	21-2. How flexible do you evaluate them now?						
	22. About the hotel prevision for your necessities:						
	22-1. How much was your expectation for that before lodging in?						
22-2. How mobilized do you find the hotel now?							

C-Customer satisfaction

- The first column lists the drivers of customer satisfaction, the second column lists a number of 14 positive statements to be used for the assessment of customer degree of satisfaction , 5 Likert’s scale assessment tool is used to evaluate customers answers where “1” means very weak, “2” means weak, “3” average, “4” strong and “ 5” means very strong.

Table 13: Customer satisfaction assessment

Customer satisfaction drivers	Positive statements	1	2	3	4	5
Emotional connection	1. This hotel always Exceed my expectations.					

	2. This hotel takes care of any little things that go wrong. 3. I feel important in this hotel. 4. I feel appreciated in this hotel. 5. This hotel creates truly memories to me.					
Meaningful value	1. "What I receive from this hotel is more than what I give". 2. Convenience in dealing with this hotel adds value to me. 3. Attention of this hotel to eliminate errors adds value to me. 4. This hotel's employees are quality enough to add value to me. 5. Giving me what I like to feel about dealing with this hotel adds value to me.					
Positive experience	1. My positive experience occurred because of most things go well in this hotel. 2. The interest of this hotel to deliver the prompt service on time leaves me with positive experience. 3. I never experienced confusion during the event because of the existing of cross-trained service Personnel with me. 4. This hotel creates positive experience through focusing on doing things that impress me.					

5. When I refer to this hotel to my friends, I say" my hotel". 6. I am willing to give this hotel a second chance or to overlook mistakes.					
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4-Conclusion

The results introduced in this part of the research is an effort seeking to help the hotels management to achieve their ultimate goals, whether in providing a distinguished quality of service, acquiring customer loyalty and achieve its stakeholders aspirations, this assessment tool is not an alternative to other quality tools in identifying weak areas of TQM practices implementation, but in contrary it could work side by side with these tools. Further, the usage of this TQM-based self-assessment tool is limited to the hospitality industry, but in future it can be extended to other industries especially those who form the infrastructure of tourism industry. As for a future work this assessment tool will be used to re-evaluate the results of the improvement process conducted in the third part of the research, this evaluation will be used to re-test the validity of the theoretical model that was proposed in the first part of this research see (Walid Montasser & Abd Alhakim Almanhawi, IJSER magazine, volume 4, issue 2, February edition).

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D-Customer loyalty

- The first column lists a number of 6 positive statements to be used for the assessment of customer degree of loyalty , 5 Likert's scale assessment tool is used to evaluate customers answers where "1" means very weak, "2" means weak, "3" average, "4" strong and " 5" means very strong.

Table 14: Customer loyalty assessment

Positive statements	1	2	3	4	5
1. I have a deeply held commitment to repurchase service consistently in the future.					
2. Even if another hotel' price is lower, I will go on using this provider.					
3. I am willing to say positive things about this hotel to other people.					
4. I will encourage friends and relatives to use the services offered by this hotel.					

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