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Source / Izvornik: **Zbornik Veleučilišta u Rijeci, 2024, 12, 321 - 337**

**Journal article, Published version**

**Rad u časopisu, Objavljena verzija rada (izdavačev PDF)**

<https://doi.org/10.31784/zvr.12.1.17>

Permanent link / Trajna poveznica: <https://um.nsk.hr/um:nbn:hr:191:366576>

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Download date / Datum preuzimanja: **2025-02-23**



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Review article

<https://doi.org/10.31784/zvr.12.1.17>

Received: 15. 3. 2024.

Accepted: 3. 4. 2024.

# TQM PRACTICES AND THEIR IMPACT ON PERFORMANCE IN HOTEL COMPANIES

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## ABSTRACT

*Globalization and rising customer demands drive market competition, compelling product and service providers to integrate customer requirements, needs and expectations in their business segments, by implementing TQM. TQM was primarily developed in manufacturing companies and based on their good results it has also found its application in the service sector. Although the TQM principles are the same for both production and service companies, when implementing TQM practices service companies should take into consideration the specifics of their activity. The aim of this study is to provide a comprehensive literature review that examines TQM practices in hotel companies and their impact on performance. The paper uses a systematic approach to review the literature by summarising recent and relevant research in the field. Secondary data sources were used to illustrate the dissemination of international standard ISO 9001 as one of the frameworks for implementing TQM practices, its dissemination in the world, in Europe and in the Republic of Croatia in general and in the hotels and restaurants in particular is also presented. The results of the analysed studies have shown that TQM practices positively influence various aspects of hotel performance including financial and non- financial results. In relation to the ISO 9001 implementation the results indicate the need to foster its implementation in hotels and restaurants. The contribution of this study is to identify TQM practices specific to the hotel industry and to contribute to a deeper understanding of their importance in enhancing overall business performance.*

**Key words:** TQM, TQM practices, performance, hotel companies

## 1. INTRODUCTION

Total Quality Management (TQM) has developed into a widely recognised operating philosophy and is an important factor for companies to gain a competitive edge in the market (Thuy and Hue, 2023). TQM is an approach to improving the competitiveness, effectiveness and flexibility of an entire organisation. It is essentially a way of planning, organising and understanding every activity and depends on every individual at every level (Oakland et al., 2021). Jaccard (2013) defines TQM as a set of principles and organisational methods focused on strengthening the entire organisation to enable it to achieve excellent results, together with customer and stakeholder satisfaction, at minimum cost. Knowles (2011) sees TQM as the management of initiatives and procedures centred on the delivery of high-quality products and services. Kuliš (2010) points out that TQM is an approach to management that implies a long-term focus on quality improvement so as to meet customer expectations or, preferably, exceed them. TQM can be defined as an integrated management philosophy focused on the continuous improvement of products and processes through a comprehensive approach that brings together technical systems and socio-cultural systems within organisations to achieve customer satisfaction (Lazibat et al., 2023, after Joseph 1999). Salameh, Alzyadat and Alnsour (2011) pointed out that TQM is a management philosophy that can be used in all organisations to achieve excellent results in terms of performance, profit and productivity and to improve the organisation's reputation in the community (Alhih, 2020). According to Alhih (2020), TQM encompasses several aspects such as leadership, training and development, teamwork, top management commitment, reward and recognition, and employee engagement. With the development of quality management in Western countries, growing numbers of researchers began to study and highlight the importance of QM implementation in organisations (Flynn et al., 1995; Powel, 1995; Douglas and Judge, 2001; Santos-Vijande and Alvarez-Gonzalez, 2007; Pattanayak and Punyatoya, 2015; Majumdar and Manohar, 2016).

This paper focuses on the results of TQM implementation in general and in the hotel industry in particular, seeking to provide a comprehensive literature review on the impacts of TQM practices on performance (customer performance, financial performance, employee performance, competitive advantage). In accordance to that the research question is "What are the results of Total Quality Management (TQM) practices in hotels and how do they affect hotel performance?" The methodology comprised a comprehensive literature search in the most important bibliographic databases (Scopus and WoS). The search criteria were: publication period, keywords, language (English), number of sources cited, type of publication (journal or conference) and qualitative content analysis. Based on these criteria, the authors identified and selected 18 papers to be included in the literature review analysis. Considering that ISO 9001 is one of the frameworks for the implementation of TQM, the paper also presents the current state of its implementation in the world, Europe and Croatia in general and in the Hotel and Restaurant sector in particular.

After the introduction the second part of the paper explains TQM implementation process and emphasise the benefits of TQM implementation. The third part consists of a literature review and the explanation of the research methodology related to the literature review.

This part also includes the presentation of secondary data analysing the implementation of ISO 9001 certification in general and in the hotel and restaurant sector. The fourth part contains the discussion (interpretation and analysis of 18 studies presented in Appendix) and concluding remarks summarising the entire literature review and the results obtained.

## **2. BENEFITS OF TQM IMPLEMENTATION**

To achieve true effectiveness in a TQM organisation, every aspect of an organisation should work harmoniously towards common goals. There is no unique or specific model for the implementation of TQM as it is a network of interdependent elements consisting of tools, techniques, systems, philosophies and concepts (Imeri et al., 2014). Jaccard (2013) underlines that as TQM encompasses all the functions, activities, employees, suppliers and customers of an organisation and is focused on improvements, the product development cycle, and relationships with interested parties and markets vital to the organisation, it is essential that all these elements are taken into consideration when implementing TQM. Given that every company is different in its own way, the implementation process needs to be adjusted to and aligned with the company's strategic orientation while adhering to the principles of TQM. The seven principles of quality management, as outlined in ISO 9000:2015 (2015), are customer focus, leadership, engagement of people, process approach, improvement, evidence-based decision making, and relationship management.

The studies relating to TQM address both the motives for the introduction of TQM and the associated benefits as well as the process of implementation itself. Studies show a variety of benefits associated with the introduction of TQM (Jimenez-Jimenez and Martinez-Costa, 2009; Kumar et al., 2009; Fotopoulos and Psomas, 2009; Talib et al., 2013; Benavides-Chicon and Ortega, 2014; Psomas et al., 2014; Bernardo et al., 2015; Zeng et al., 2015; Anil and Satish, 2017; Sahoo and Yadav, 2018; Khan and Naeem, 2018; Yeng et al., 2018; Ratny et al., 2018; Zgirskas et al., 2021; Permana et al., 2021; Grossu-Leibovica and Kalkis, 2023). These include improved customer satisfaction, improved company performance and higher employee satisfaction. TQM also leads to a noticeable improvement in quality, which manifests itself in fewer errors and guest complaints and leads to higher productivity and lower costs. In addition, TQM enables the expansion of market shares and at the same time promotes measures to protect the environment and society. It also promotes the improvement of service quality, generates positive social impacts and ultimately increases the overall performance of the company, resulting in competitive advantages for the organisation.

Recognising the good practices of manufacturing companies regarding the implementation of quality systems, service companies, hotel enterprises included, also began to apply them in the late 1980s and early 1990s. It should be noted here that the features of TQM in the hotel industry are determined by the specific characteristics of hotel services, which in addition to the general attributes of any service, also include the following: high labour intensity; frequent and high level of contact with guests; diversity of services, depending on the guests' choices; services are intangible while hotel products are tangible (food, beverages, rooms); service

and hotel products are interconnected and inseparable; and hotel guests, the consumers of services, are heterogeneous (Avelini Holjevac, 2007).

Thuy and Hue (2023) point out that the implementation of TQM practices leads to positive results for the business success of hotels. Consequently, hotels should not only focus on the implementation of TQM principles to improve service quality, but also on business, service and process innovations to improve their results. According to Tari et al., (2017), the level of QM is one of the factors explaining better performance results in hotels. Furthermore, good performance results can make it easier to implement QM practices. Alonso-Almeida et al., (2012) analyse why hotels seek certification and how it impacts their performance. They find that external pressures, such as customer demands and market competition, drive hotels to certify their quality systems, leading to improved employee satisfaction and results. Internally motivated certifications, aimed at enhancing efficiency and competitive advantage, also directly enhance operations, services and employee satisfaction. When hotels obtain quality certificates to improve internal performance, it most notably benefits operations and services provided.

### **3. TQM PRACTICES AND PERFORMANCE IN HOTEL COMPANIES**

A literature review was conducted in which the most important bibliographic databases, Web of Science (all databases) and Scopus, were searched. The search criteria were as follows. The key words used were "TQM", "hotel industry", "performance", "financial performance", "results", "TQM implementation" and "level of TQM implementation". In addition to the keywords, the criterion of English as the language in which the paper was written and the publication period (since the existence of the databases up to the present) was also applied. The articles were analysed according to the year of publication, the number of sources used, and the publication in a journal or at a conference.

The authors selected 18 of papers based on a qualitative content analysis of the articles with a focus on the topic of interest. The results are shown in Table 3. (Appendix).

When introducing quality systems, hotels can use the model of the international standard ISO 9001:2015. This international standard defines the requirements for a quality management system that ensures that an organisation continuously meets the needs of its customers and thus increases their satisfaction. In other words, the standard requires that customer needs and expectations are identified, that interrelated processes are managed to meet these requirements and that measurements and analyses are carried out to continuously improve the system Vrtodušić Hrgović (2010). The implementation of the ISO 9001 quality management system increases the performance of the entire business system, reduces various costs, clarifies responsibilities and facilitates management, improves relationships with business partners, customers and clients, provides a competitive advantage over competitors and thus enables the conquest of new markets Šuman et al., (2013).

The research conducted by Dragičević and Letunić (2011) on the impact of quality management systems (ISO 9001) on human resource management in hotels showed positive effects both

globally and in Croatia. The global practices were analysed using secondary data, while the research in Croatia included interviews with all ISO 9001 certified hotels. The improvements achieved include reduced staff turnover and improved communication and coordination among employees (enthusiasm at work, increased employee satisfaction, participation in decision-making, improved knowledge and skills).

On the one hand, external factors that drive hotel companies to certify quality systems, such as pressure from customers, markets, suppliers and competitors, directly improve employee satisfaction and results. It is assumed that employees are more satisfied if they can deliver the higher quality demanded by guests, which in turn leads to higher revenues. In addition, employee satisfaction increases with quality certification. Certification is initiated for internal reasons, including increasing the efficiency of internal processes, gaining a competitive advantage and ensuring alignment of business practices and strategy. When a hotel obtains a quality certificate, this has a significant impact on the execution of activities and the provision of services. The internal improvements that result from the application of quality systems also have an impact on customers, suppliers and other stakeholders. Table 1. shows the total number of ISO 9001 certificates, while Table 2. specifically addresses the number of ISO 9001 certificates in the hotel and restaurant sector.

Table 1. Number of ISO 9001 certificates

Year	World	Index	European Union	Index	Croatia	Index
2013	1,022,877	100	376,904	100	2,636	100
2014	1,036,321	101	370,652	98	2,806	106
2015	1,034,180	101	357,478	95	2,529	96
2016	1,105,937	108	381,085	101	2,659	101
2017	1,055,028	103	315,987	84	2,381	90
2018	878,664	86	308,173	82	2,343	89
2019	880,007	86	312,217	83	2,715	103
2020	916,842	90	311,225	83	2,531	96
2021	1,077,884	105	295,113	78	2,839	108
2022	1,265,216	124	294,021	78	2,879	109

Source: ISO survey results 2022, <https://www.iso.org/the-iso-survey.html>, (3.3.2024)

Compared with 2013, the number of certificates increased by 24% worldwide and by 9% in Croatia in 2022, while it dropped by 22% in the European Union.

Table 2. Number of ISO 9001 certificates - Hotels and restaurants

Year	World	Index	European Union	Index	Croatia	Index
2013	5,021	100	0	-	0	-
2014	5,045	100	0	-	0	-
2015	4,340	86	0	-	0	-
2016	5,398	108	0	-	0	-
2017	3,565	71	0	-	0	-
2018	4,429	88	1,370	100	20	100
2019	4,631	92	1,348	98	19	95
2020	4,573	91	1,078	79	19	95
2021	5,069	101	964	70	19	95
2022	4,881	97	936	68	18	90

Source: ISO survey results 2022, <https://www.iso.org/the-iso-survey.html>, (3.3.2024)

Looking at the hotels and restaurants category separately, it can be noted that, compared with 2013, there has been a decrease of 3% worldwide. Decrease is also evident compared with 2018 in the European Union (32%) and in Croatia (10 %). It is important to emphasise that the implementation of these systems in the hospitality industry is still insufficient, indicating the need for additional measures to promote their introduction. This requires an intensification of activities, including the dissemination of best practices, to raise awareness of the importance of quality and sustainability standards and their impact on business operations.

There are some studies, however, with findings suggesting that TQM practices do not bring any benefits to companies (Oliveira et al., 2019; Duman et al., 2019., Lo et al., 2011., Yeung et al., 2006; Yeung and Chan 1998). Oliveira et al., (2019) investigated the implementation of TQM in small and medium-sized enterprises that had adopted the ISO 9001 standard. The research results indicate that the implementation of the ISO 9001 quality management system does not contribute to improvement and success due to insufficient knowledge and lack of commitment to TQM. The companies do not apply continuous improvement and the organisational culture is not quality oriented. The support of top management is crucial for the successful implementation of TQM, as it is the managers who promote the development of a quality-oriented organisational culture and continuous improvement (Sahoo and Yadav, 2018). A study by Duman et al., (2019) have shown in a statistically significant but negative difference. These findings suggest that ISO 9001 certified resort hotels should have a clear objective when implementing a quality certification. Then, adopting and implementing the ISO 9001 quality certification should be internalized from the top to the bottom of any service organisation, resort hotels included.

“Is it worth it?” is a question frequently asked in connection with using strategies such as TQM (Psomas et al., 2014). TQM will be successfully implemented providing all activities and practices are properly carried out, ultimately improving a company’s performance. To



successfully implement TQM in enterprises, specific actionable strategies, methods, tools, and techniques are needed (Thuy and Hue, 2023, after Dahlgaard et al., 2019).

#### **4. RESULTS AND DISCUSSION**

The literature review (Table 3) shows that different sample sizes were used in the studies analysed. seventeen studies focused on hotels, while one study examined tourism organisations, including hotels, travel agencies, restaurants and rural accommodation. In addition, eight quantitative studies focused on hotel managers, providing insights into different management levels and perspectives.

A variety of analytical methods were used in 18 studies, including SEM (Structural Equation Modelling) and PLS-SEM (Partial Least Squares Structural Equation Modelling), regression analysis, cluster analysis, factor analysis and correlation analysis. These methods were used individually or in combination with each other, depending on the objectives of the individual studies. This demonstrates that the present study takes a comprehensive approach to data analysis, which provides a deeper understanding of the relationships between quality management and hotel performance and the impact of quality management practices on hotel performance, highlighting important benefits.

The collective results of the studies analysed reveal several important findings in relation to Total Quality Management (TQM) practices and their impact on performance in the hospitality industry.

First, TQM practices are found to positively influence various aspects of hotel performance, including operational performance (Khan et al., 2020; Singh, 2015), customer outcomes and customer satisfaction (Tari et al., 2022; Tari et al., 2020; Bouranta et al., 2017; Benavides-Velasco, 2014; Wang et al., 2012) and financial outcomes (Thuy and Hue, 2023; Sunil et al., 2021; Tari et al., 2020; Ong et al., 2020; Quintana-Garcia et al., 2018; Bouranta et al., 2017; Tari et al., 2017; Singh, 2015; Benavides-Velasco et al., 2014; Wang et al., 2012; Pereira-Moliner et al., 2012; Patiar et al., 2012).

In addition, the implementation of TQM leads to better results and higher employee satisfaction (Tari et al., 2022; Tari et al., 2020; Quintana-Garcia et al., 2018; Tari, 2017; Singh, 2015; Benavides-Velasco, 2014) and facilitates the development of corporate social responsibility (CSR) initiatives (Tari et al., 2022; Tari et al., 2020). In addition, hotels with higher levels of implemented TQM practices have higher guest satisfaction, efficiency and overall business performance. Specifically, the adoption of TQM practices correlates with improved labour productivity (Benavides-Chicon and Ortega, 2014) and better financial and non-financial results, both directly and indirectly (Patiar et al., 2012). Furthermore, TQM practices contribute to achieving competitive advantage (Pereira-Moliner et al., 2016; Molina-Azorin et al., 2015; Patiar et al. 2012), lower environmental impact (Tari et al. 2015) and higher stakeholder benefits and satisfaction (Quintana-Garcia, 2018; Benavides-Velasco, 2014; Pereira-Moliner, 2012).



Of the eighteen studies, twelve studies focused on the financial gain that a hotel can realise by implementing TQM practices, showing that this phenomenon is clearly at the centre of the research community. Overall, these findings emphasise the importance of TQM in promoting business excellence in the hospitality industry.

When analysing TQM practices most of the authors focus on the TQM practices (eight studies). Some of them refer to the dimensions of TQM (three studies), EFQM model enabler criteria (three studies), ISO 9001 (two studies), TQM constructs (one study) and TQM (one study).

## **5. CONCLUSION**

Given the technological, social, political and environmental changes of recent decades, the ability of organisations to gain and maintain competitive advantage has become a real challenge. TQM has the potential to contribute to success by enhancing organisational performance, strengthening competitive advantage and satisfying customers, employees and stakeholders. Many organisations of different sizes and industries use various tools, practices and techniques to implement quality management systems and develop a corporate culture focused on continuous improvement. Analysis of studies on TQM practices in the hotel industry shows that TQM practices have a positive impact on various dimensions of hotel performance (financial and non-financial). In particular, they have an impact on operational results, customer satisfaction, employee satisfaction and competitive advantage. The results of ISO 9001 implementation in general and specifically for hotels and restaurants have shown that there is an increase in the number of ISO 9001 certificates worldwide, in the EU and in Croatia, but decrease in the hotel and restaurant sector. This implies that certain measures should be taken to stimulate the implementation of these systems in the hotel industry (education, dissemination of best practices).

Further research in this area could investigate how Total Quality Management (TQM) practices affect a wider range of tourism organisations, such as travel agencies and restaurants, to gain a comprehensive understanding of the impact. Longitudinal studies could assess the lasting impact and effectiveness of TQM in improving organisational performance. Investigating the influence of organisational culture, leadership style, employee engagement and external factors, such as market competition and economic conditions on the successful implementation of TQM and its impact on customer satisfaction and organisational performance, would provide valuable insights. Identifying barriers to the implementation of TQM practices and suggesting strategies to overcome these challenges would be beneficial for the promotion of business excellence in the hospitality industry. The present study has a number of limitations. These include its focus on a particular topic through the use of key words, time periods and language, which may result in relevant studies and perspectives being omitted.

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This paper was funded under the project line ZIP FMTU of the Faculty of Tourism and Hospitality Management, University of Rijeka, for the project ZP017-11-2022.

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**APPENDIX**

Table 1. Studies on impacts of TQM practices on performance in hotels/hotel industry

Study	Sample	QM variables	Performance variables	Analysis	Main findings
Thuy, Hue (2023)	190 Hotels	TQM Practices: customer focus, top manager's commitment, employee involvement, continuous improvement, process management.	Hotel Performance (on financial and on customer basis), Innovation performance, (process innovation, service innovation, innovation and continuous improvement).	SEM analysis	TQM practices have a positive effect on hotels' business performance. Innovation performance has an intermediary role in the relationship between TQM and business performance.
Tari, Pereira-Moliner, Molina-Azorin, Lopez-Gamero (2022)	176 Hotels	Quality Standard (e.g., ISO 9001): daily practices, continuous improvement.	Employee results, social results, customer results.	Qualitative analysis and SEM analysis	Hotels that implement quality standards have positive benefits in employee, social, and customer results.
Sunil, Suresh, Shobhara (2021)	500 hotel employees	TQM constructs: leadership, strategy, customers measurement, analysis and knowledge management, workforce, operations	KPI constructs: hotel popularity, client's satisfaction, hotel reservation, food and beverage sales, average daily rate occupancy rate, REVPAR, waiting time for service, cost.	SEM analysis	TQM practices have shown a positive relationship with the key performance indicators of hotels.
Khan, Mirza, Khushnood (2020)	Hotel managers	TQM practices: performance appraisal, TQM culture, communication, recruitment, selection, training.	Operational performance.	Regression analysis	TQM practices have a positive impact on operational performance.

Tari, Pereira-Moliner, Molina-Azorin, López-Gamero (2020)	279 tourism organisations	Quality management practices: daily practices, continuous improvement.	Customer results, employee results, social results, organisational performance.	Cluster and regression analyses	Organisations (hotels, travel agencies, restaurants, and rural accommodations) with a higher level of development of quality standard have higher results.
Ong, Purwanto, Supono, Hasna, Novitasari (2020)	342 hotels	ISO 9001:2015	Company performance.	Factor analysis and SEM analysis	Organizational context, leadership, planning, support operations, and performance evaluation have a significant effect on company performance.
Quintana-García, Marchante-Lara, Benavides-Chicon (2018)	122 Hotels, Hotel managers	TQM implementation: enablers of EFQM model: leadership; employees; strategy; partnership and resources; processes, products and services.	Hotel performance (net income, amortization) employee results, Customer results, society results.	Correlation and factor analysis	TQM has a positive influence on employees and customers. Implementation of quality management in hotels supports the development of CSR.
Bouranta, Psomas, Pantouvakis (2017)	153 hotel managers	TQM factors: quality practices of top management, strategic quality planning, employee quality management, customer focus and employee knowledge, education.	Financial performance, customer focused performance, service quality performance.	Regression and factor analysis	TQM factors have a significant effect on financial performance, customer focused performance, service quality performance.
Tari, Pereira-Moliner; Pertusa-Ortega, Lopez-Gamero, Molina-Azori (2017)	350 hotel managers	Dimensions of TQM: operational systems, information systems, strategic systems, technical systems.	Hotel guest satisfaction, employee efficiency, business performance.	Cluster analysis	Hotels with a higher QM level have a higher level of guest and employee satisfaction, efficiency and business performance.



Pereira-Moliner, Pertusa-Ortega, Tari, Lopez-Gamero, Molina-Azorin (2016)	350 hotel managers	Dimensions of QM: operational systems, information systems, strategic systems, technical systems.	Competitive advantage.	PLS-SEM analysis	The relationship between QM and competitive advantage is positive and significant.
Molina-Azorin, Tari, Pereira-Moliner; Lopez-Gamero, Pertusa-Ortega (2015)	Qualitative (13 hotel managers) quantitative (355 hotel managers)	Dimensions of QM: operational systems, information systems, strategic systems, technical systems.	Quality Performance, competitive advantage (differentiation and cost).	PLS-SEM analysis	Hotels applying quality management practices improve their quality performance, and assure advantages regarding differentiation and costs.
Singh (2015)	152 hotel managers	Total Quality Service Practices: customer focus, continuous improvement, team work, management commitment, training.	Financial performance, operational performance, employee performance.	Correlation, factor analysis and SEM analysis	Total Quality Service Practices are significant predictors of business performance.
Benavides-Velasco, Quintana-Garcia, Marchante-Lara (2014)	141 Hotels	EFQM model enabler criteria: Leadership, employees, strategy, partnership and resources, processes, products and services.	Net income, net income growth, economic-financial goals, net income by number of rooms, employee results, customer results, society results.	Correlation and factor analysis	Implementation of TQM and CSR has a positive effect on hotel performance.
Benavides-Chicon, Ortega (2014)	173 Hotels	EFQM Model enabler criteria: leadership, people, strategy partnerships and resources, processes, products and services.	Labour productivity.	Regression analysis	TQM systems or adopting TQM principles positively influences hotel labour productivity.

Talib, Rahman, Qureshi (2013)	172 hotels	TQM practices: top-management commitment, customer focus, training and education, continuous improvement and innovation, supplier management, human resource management, information and analysis, process management, teamwork, quality culture, strategic planning, product and service design, quality systems, employee encouragement, benchmarking, communication, employee involvement.	Quality performance.	Correlation, factor analysis and multiple regression analyses	The quality performance was found to be partially correlated with TQM practices. Quality culture is the predominant TQM practice. Quality systems, training and education, teamwork, and benchmarking have a positive relationship with quality performance.
Wang, Chen, Chen (2012)	588 Hotels	TQM: customer focus, internal/external cooperation, continuous improvement, leadership, employee fulfillment learning, process management.	Hotel performance: customer performance, finance performance.	SEM analysis	TQM positively affects hotel performance.
Pereira-Moliner, Claver-Cortes, Molina-Azorin, Tari (2012)	2590 hotels	QM practices: leadership, quality planning, people management, customer focus, process management, supplier management, and continuous improvement.	Financial performance, market success, stakeholder satisfaction.	PLS-SEM analysis	QM practices significantly and positively influence performance.
Patiar, Davidson, Wang (2012)	173 hotel managers	TQM practices.	Hotel departmental financial performance, market competition	Factor and multiple regression analyses	There is a direct impact of TQM on non-financial performance and an indirect impact on financial performance.

Source: prepared by the authors



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Pregledni rad

<https://doi.org/10.31784/zvr.12.1.17>

Datum primitka rada: 15. 3. 2024.

Datum prihvatanja rada: 3. 4. 2024.

## UTJECAJ TQM PRAKSI NA POSLOVANJE HOTELSKIH PODUZEĆA

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### SAŽETAK

Globalizacija i rastući zahtjevi kupaca potiču tržišnu konkurenciju, prisiljavajući pružatelje proizvoda i usluga da integriraju zahtjeve, potrebe i očekivanja kupaca u svoje poslovanje, implementirajući potpuno upravljanje kvalitetom (TQM). TQM je prvotno razvijen u proizvodnim poduzećima i na temelju njihovih dobrih rezultata našao je primjenu i u uslužnom sektoru. Iako su principi TQM-a isti za proizvodna i uslužna poduzeća prilikom implementacije TQM praksi uslužna poduzeća trebaju uzeti u obzir specifičnosti svoje djelatnosti koje proizlaze iz karakteristika usluga. Stoga je cilj ovog istraživanja pružiti sveobuhvatan pregled literature koji ispituje primjenu TQM praksi u hotelskim poduzećima i njihov utjecaj na rezultate poslovanja. Rad koristi sustavan pristup pregledu literature kroz analizu aktualnih i relevantnih istraživanja u navedenom području. U ovom istraživanju korišteni su sekundarni izvori podataka kako bi se prikazala diseminacija međunarodnog standarda ISO 9001 kao jednog od okvira za implementaciju TQM praksi u svijetu, Europi i Republici Hrvatskoj općenito, te posebno u hotelima i restoranima. Rezultati analiziranih studija pokazali su da TQM prakse pozitivno utječu na različite aspekte poslovanja hotela uključujući financijske i nefinancijske rezultate. Kada je riječ o primjeni ISO 9001 certifikata rezultati ukazuju na potrebu poticanja njegove implementacije u hotelima i restoranima. Doprinos ovog istraživanja proizlazi iz identifikacije TQM praksi specifičnih za hotelsku industriju te boljem razumijevanju njihove važnosti za poboljšanje rezultata poslovanja hotelskih poduzeća.

**Ključne riječi:** TQM, prakse TQM-a, rezultati poslovanja, hotelska poduzeća

