

THE EFFECT OF TOTAL QUALITY MANAGEMENT CONSTRUCTS ON CUSTOMERS SATISFACTION IN HOSPITALITY BUSINESS : A STUDY ON THREE-STAR HOTELS OF LAHORE

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RESEARCH THESIS

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Adil Sajid

Acknowledgement

In the name of Allah, the Most Gracious and Merciful

I would like to express my deep honor and gratitude to Almighty Allah with whose blessings; I have been able to accomplish my thesis. I am pleased and fortunate to be guided by an esteemed team of instructors. I am thankful to the supervisor, Dr. Shahid Iqbal for having confidence in my capability as a researcher and assisting me throughout which made this a lifetime unforgettable experience and an asset of my life. My thesis would have not reached the current structure without his mentorship. His support, expertise, and guidance were a blessing without which I would have been unable to complete my research. His mentorship throughout the research process helped me learn beyond conducting research and writing thesis.

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Adil Sajid

Dedication

I Would Like To Dedicate This Thesis
To
My Beloved Parents And My Family Members.

Abstract

Purpose

The thesis explores the customers satisfaction by practicing TQM constructs in three-star hotels of Lahore. Satisfaction is a comparatively under researched concept from the context of the emerging world, particularly the study needs proof in the Pakistani hotel business.

Methodology

We adopt quantitative techniques by using questionnaire and interpret the data with the help of statistical tools like SPSS, Factor analysis is performed by the means of Bartlett's test of sphericity and check the reliability of questionnaire with Cronbach alpha. At last Correlation and Regression analysis also performed to check the relation of the constructs with each other.

Findings

The results suggest that the application of TQM constructs have a positive impact on customers satisfaction for the utmost of the sample three-star hotels, and a regular approach to customers satisfaction is presently lacking. Overall, the primary focus of the three-star hotels is on developing profitable performance.

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List of Abbreviations

| | |
|------|---------------------------------------|
| TQM | Total Quality Management |
| TQS | Total Quality Services |
| ET | Employees Training |
| PM | Process Management |
| EC | Employee's Communication |
| LM | Leadership and Management |
| CS | Customer Satisfaction |
| HRM | Human Resource Management |
| QC | Quality Control |
| QA | Quality Assurance |
| QM | Quality Management |
| EFA | Exploratory Factor Analysis |
| CFA | Confirmatory Factor Analysis |
| CSA | Customers Satisfaction Assurance |
| CSR | Customers Satisfaction Responsiveness |
| CSE | Customers Satisfaction Empathy |
| CSHB | Customers Satisfaction Hotel Benefits |
| CSHT | Customers Satisfaction Hotel Benefits |
| SPSS | Statistical Package Social Science |

Chapter 1

Introduction

In this chapter of thesis means to present the comprehensive view of the research structure and the writers inspirations for the study. The objectives, research questions, and the structure of the thesis are established below.

1.1. Background

Globalization of business markets has driven enterprises in all divisions to focus on securing a supportable competing advantage, which is straight, explained the outlay of quality both in times of services as well as production. An active design of such an idea of achievement is Total Quality Management, which is an administrative method for an industry, focused on quality, extensive time and cooperation of entire associates built through client settlement and advantages to entire associates of the firm and to a community. It is the synchronization of trials aimed at refining the satisfaction of the clients, contribution of the employees enhanced, establishing partnership of the contractors and enabling an administrative environment to improve the quality continuously (Pride William, Hughes Robert, & Kapoor Jack, 2009). (Oakland & Aldridge, 1995) said, “Total Quality Management”, is an method to refining the efficiency, competitiveness and flexibility of a entire business. Basically it is a technique of forecasting, forming and understanding each action and depends on each level and individual. TQM needs that the firm continues with respective standard of quality in all features of its current profession. TQM ensures that the first time completion of the product and the faults and unused material are removed from the production. (Herron & Braiden, 2006) said that, changing in the performances, customs, biases, and practices are not easy of a group. Organizations

loyal to superiority will endeavor frequently to progress the product and services quality and they are dedicated to modify, in several issues, they keep intend to be stable and unchanging. Moral explanations must occur internal and external of the firm to speed up the process of change and contract with executives to distinguish that they need to progress in their businesses. Competition in national level and globally in business scale is attractive severe and quality is the essential worth required by the firm to continue and raise in the inexpensive ground. (Omachonu & Ross, 2004) said that he becomes a significant solution to the purposes of business organizations in attaining a competitive benefit meanwhile all the tactics aiming the execution of competitive benefit includes quality attention. The environment of the manufacturing industries and service industries shows the same qualities administratively. The backgrounds of Total Quality Management can be outlined in initial 1920s when the numerical concept was initially practicable in product quality control. This impression was more advanced in Japan in the 1940s controlled by Americans, such as Deming, Juran & Feigenbaum. The emphasis expanded from product quality to all kind of issues within the department of all firms in the beginning of “Total Quality Management”. “Total Quality Management” has resolutely recognized nowadays for the new work on the large part of TQM thanks to the W. Deming. Deming’s stimulus the clear in this list: Ensure the cost reduction in first time work and avoid rework; Pay attention to customer’s and absorb from employee’s; Every day’s issues make easy through continuous improvement; shape the cooperative environment, respect and belief on others (Marc, Herman, Karlien & Robert, 2006). The debates carry out the persistence of the theory, which is to recognize the constructs that lead to an effective TQM Application on the departments of the firms and performance of the hotel industry. One of the complex

industries of the world is tourism. The amount of the travelers is a composite product that includes a number of services, many factors influenced by the quality like; employee's training, process management, employee's relations, and leadership & management Style. So, the respective study is a step to discover the effect of "total quality management" to satisfy the customers.

1.2. Total Quality Management Evolution in Service Sector

In previous days of progress; total quality management, the single attentiveness was to apply incomplete investigation and principles in the manufacturing sector. At that period, the quality dimensions of service sector were not well-defined. Once the rising competition elevated the claim of service quality before the requirement of total quality management application in the service sector was unstated. By the time, it became the prime query 'Can the ideologies of total quality management be useful to service industries'? (Juneja, Ahmad, & Kumar, 2011).

The past time has perceived an increase in the receipt and usage of total quality management uniformly in the service division, with service quality existence a significant factor for progress, survival, and success (Milakovich, 2003). Quality of services is a quite difficult to measure the quality of products since services are nonconcrete rather than products are concrete, temporary rather than permanent, and emotional rather than physical (Sumarjan & Arendt, 2011). (Gupta, McDaniel, & Kanthi Herath, 2005) stressed that the hypothetical basics and approaches of total quality management provision its usage for both industries i.e production and service industries.

Fact is there, it is nowadays the manufacturing of goods is pretty different from the service delivery, the idea of Total Quality Service (TQS) has increased the attention. Total Quality

Service is frequently measured as taking a long-term perspective, suggesting that firms implementing Total Quality Service can attain the upgrading creativities rewards of quality after hardworking of many years (Gupta et al., 2005). In short, Total Quality Service is total quality management practices in service firms and it aims at providing quality service to ensure customers' satisfaction (Abd & Al Manhawy, 2016).

1.3. Service Quality and Customer Satisfaction

Customers are faced with an unprecedented range of choices, not only selections of what to acquire but somewhere to buy it. Service quality is mediated by what a customer perceives rather than what a provider proposed. In order to ensure that customers are extremely pleased and faithful clients engaged, companies everywhere the globe are trying to invent goods and services of excellent quality (Pattanayak & Maddulety, 2011). Client comfort is simply a meaning of the modification among recognized execution and anticipation; it is the inclusive client attitude towards a service provider or an expressive response to the change among what clients anticipate and what they obtain. Satisfaction of the consumers improves consumer recall because happy clients direct to be limited inspired by rivals, fewer cost delicate and stay dependable longer (Vanichchinchai & Igel, 2011).

1.4. Problem Statement

The hotel industry is being prospered in Pakistan but it still lacks quality for quantity, effective coordination, staff motivation and leadership qualities among personnel which causes the bad word of mouth. The nonexistence of TQM consideration in hotel industry creates an atmosphere of non-professionalism, due to which customers do not prefer to choose such hotels. This preference also hinders the tourist for such selection.

Such a situation not only hurt the revenue generation of hotels and their contribution towards the economy also suffers.

1.5. Significance of Study

Customers satisfaction in any sort of business either product or service-oriented possesses prime importance for better revenues generation and property. Customers always demand a better substitute for his/her money. The hotel industry is such industry in which customer judges the quality services provision very keenly. This study will investigate some factors of total quality management which can contribute to enhancing the customer's satisfaction. This study will contribute to enhancing the effectiveness and flexibility in the hotel industry by investigating the assessment of total quality management on the client's comfort. The results of this study will highlight that the hotel industry should emphasize the total quality management strategies to improve their day to day operations which in turn enhance the customer's satisfaction level. In this way customers, preference would towards such hotels increase and ultimately revenue and profits of the hotel will enhance many folds.

1.6. Objectives of Study

The objectives of study which needed to be attained in the perspective of hotel industry are provided as under;

- I. To examine the effect of TQM constructs on the customers satisfaction in the hotel business.

1.7. Research Questions

R.Q.1. Is there exist a connection between TQM constructs and customers satisfaction in the hotel business.

Four sub questions developed as,

- What kind of effect does employees training on customers satisfaction?
- What kind of effect does the process management on customers satisfaction?
- What kind of effect does the employees communication on customers satisfaction?
- What kind of effect does leadership & management on customers satisfaction?

1.8. Conceptual Framework

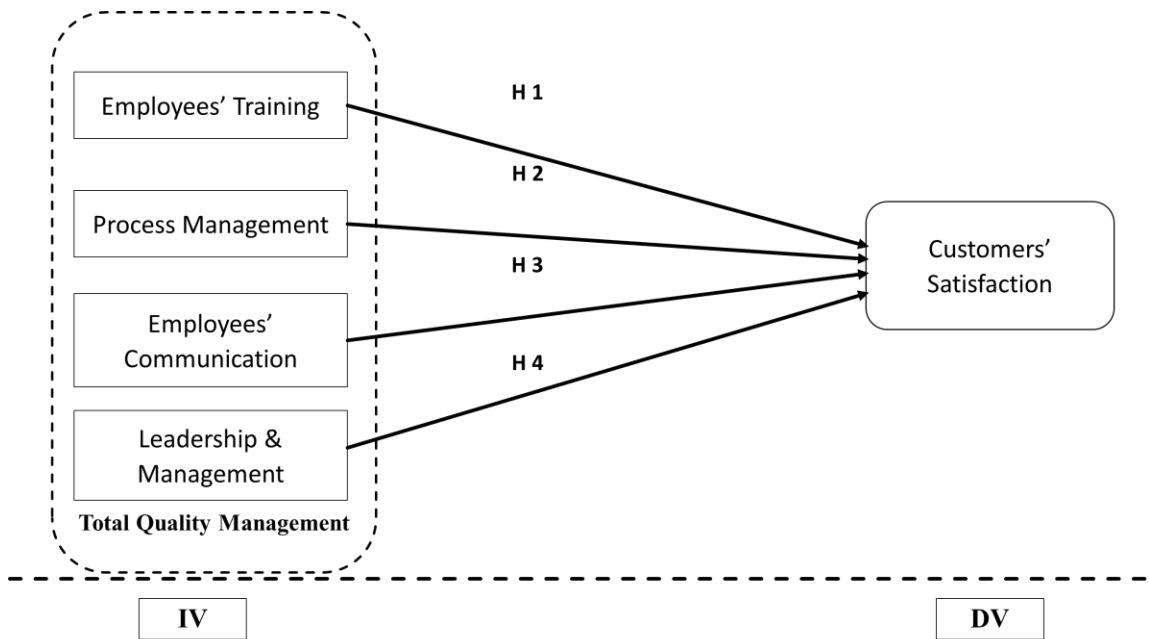


Figure 1 Conceptual Frame Work

The proposed “conceptual framework” based on the literature review is provided as under;

1.8.1. Hypothesis of Study

Based on the provided article review the hypothesis of the study are being proposed as under;

(H 1): Improvement in employees training (ET) positively impacts the customers satisfaction (CS) by visiting three star hotels in Lahore.

(H 2): Improvement in the process management (PM) can enhance the customers satisfaction (CS) by visiting the three-star hotels in Lahore

(H 3): Communication among employees (EC) can enhance the customers satisfaction (CS) by visiting the three star hotels in Lahore.

(H 4): There exists a significant relationship between leadership & management (LM) and customers satisfaction (CS).

1.9. Definition of Terms

The variables used in this study are being defined as under:

1.9.1. Process Management

Process Management relates to regulating processes besides an organization's vital goals, planning and executing process structures, building process determination systems that adjust with organizational goals, and training and coordination managers so that people will manage manners efficiently.

1.9.2. Employees Training

Employees Coaching is a plan that helps workers learn particular information or experiences to enhance performances in their prevailing positions.

1.9.3. Employees Communication

Employee communication is described as in the business environment requires the communication or transfer of data, opinions, feelings, and feedback with and between

representatives to cooperate in a work situation to produce the desired outcomes as established by the management and the employee.

1.9.4. Leadership & Management

Leadership is establishing a different way or concept for a society that they obey; a leader is a spearhead for the different direction and Administration commands or influences personalities/sources in a society according to policies or consequences that have been discovered.

1.10. Thesis Structure

Chapter 1; The researcher discussed the introduction and brief background, research gap and the problem statement as per identification of a gap in previous research along with research objectives, research questions at the end review of the research methodology.

Chapter 2; In this section discussed the literature revision in detail with reference to the services, TQM constructs i.e employees training, process management, employees communication, and leadership & management and evolution and its benefits TQM and the relation with customer satisfaction with a solid conclusion.

Chapter 3; The research methodology and theoretical framework conversed along with problem definition, objectives, and limitations of the research, research and questionnaire design, sample size and research ethics etc.

Chapter 4; Statistical analysis and questionnaire response discussed in this chapter. Data collection and the interpretation with final results are discussed in detail. The reliability of the data checked with statistical tools like SPSS to check the normality named as Shapiro Wilk test. Bartlett's & Regression test has been used.

Chapter 5; In this chapter results are discussed with a solid conclusion in the light of data analysis in chapter 4 and also describe the limitation and recommendations for future study.

Chapter 2

Literature Review

2.1. Introduction

Total quality management has invented in 1980'. Nowadays all firms including manufacturing and service sector practiced the TQM. The believers of TQM has specified that each employ from upper management to lower management has to pamper in the program of TQM through handling and upgrading the problem solving techniques in an organization. The progress of TQM studied from quality Check to Quality control after that through quality assurance . The review of the some consecutive experiential studies conclude in this section of review of literature.

2.2. Definition of Quality

After the world war second improvements observed in quality system and it's become popular in 1980's. The concept of quality increases its need day by day in every field of business. Quality is an intangible in terms of diverse meaning to the diverse individuals and in diverse situation. while everybody looks conscious about quality, the idea is slicky and the sense is intangible. (Pfeffer & Coote, 1991). There are many descriptions stated many dictionaries. In the similar method the quality guru's given the different opinion on quality. Maximum description includes the terms goods, procedure, services, client and satisfaction. The projecting experts of quality Deming, Juran, Crosby , who has integrate the shareholders in the description of quality. Some are the below description of Quality "Quality must be designed asper the desires of the existing and expecting customer" (Deming, 1986).

"Effective use is called Quality" (Juran, 1992).

“Necessities conference; it is accurately assessable; fault is not mandatory to accomplish the nature's law; and persons effort impartial hard now as they always fixed”. (Crossby, 1979)

The needs of the clients emphasis in above descriptions. The idea has been invented as “Quality is a mark in which accomplishes the needs of the clients”.

2.2.1. Quality Management System Development

The “quality management” idea has not developed quickly. It's have an extensive period to established in current outline. The initial stage is inspection of the quality management in the year 1930. The progress in quality statistical control which were common in between the year 1930 to 1950. After 1950 there are notable improvements realized due to the progress of quality assurance and lastly the idea of TQM has invented in 1980's and presently used along with the newly invented other upgrading tools. The below figure illustrate the development stage of TQM.



Figure 2 TQM Stage Development

2.2.1.1. Inspection

The first phase of the quality management is Inspection. The idea of firms uprising later has been invented. The idea of quality has established by Fredrick Taylor and allotted the examiner to display the quality goods and the inspection of the goods was avoid the faulty parts to spread to the client. Seymour (1992) described that in 1930 inspection invented for the regularity of the goods.

2.2.1.2. “Quality Control” (QC)

In terms of data control, Shewhart has established the idea of measurement of quality in 1931, which is the innovative technique in the field of “quality management” for development of product quality. Shewhart’s goal was to use data regulate to eradicate the delay in process and excess material in the processes (Sallis, 2002). Juran (1989) said , Below Quality control managerial procedure can be used.

- Estimate real quality performance
- Performance relate to quality goals
- Take corrective actions on the differences.

Above inspection method is developed. Sallis (2002) said, QC contains the discovery and removal of faulty parts. It is the method of assessment of present process with the programmed process. If the variance occurs, the upgrading process has to be approved.

2.2.1.3. Quality Assurance

Quality assurance is the advanced stage of the “quality management”. Seymour (1992) specified in this study that the term “quality assurance” was

implemented in the firms between 1950 to 1980. The idea of QC is used in process and after finished products while the “quality assurance” is completed previously and on the progression. The QA is the executive process of stopping faults and is practical to each section inside the firms (Pradhan, 2014). The clients satisfaction is the key purpose of quality management which plays as a substance for the progress of innovative tools and procedures, hereafter the term “TQM” designed.

2.2.1.4. “Total Quality Management” (TQM)

Japanese engineering businesses had consistently dedicated to crop the quality goods with the assistance of quality guru’s Deming and Juran. The term “Total Quality” has invented and is supposed to be uprising in the segment of quality. “TQM” includes in all sectors of firms process for inclusive progress of all shareholders and firms. The conversation of “TQM” has been raised after 1980’s, after the progress of innovative tools and practices by the TQM involvement in firms. The modification and progress of the quality ideas and its implementation is continual from the inspection process to QC and from QA to the TQM. Many author’s and quality specialists had described TQM in several ways. Oakland and Porter (1994) described that, “TQM is a inclusive technique to refining attractiveness, efficiency, and plasticity through scheduling in separate and in each level of the firm”. In similar means Ghobadian et al. (1998) emphases on scheduling performance and practices of the business on the way to a satisfaction of the customer’s, adopting problem resolving and anxiety permitted nation. Oakland (2000) defines the procedure of efficiency of TQM application as the dedication of each portion of the firms composed to attain the shared goal of the firms The

acknowledgement of each individual and each action plays a dynamic role for the suitable application of the TQM. We can describe the TQM on the base of above study as the disciplined method to attain and surpass the wants and anticipation of client by producing the nation of contribution and promise for application of frequent development.

Total Quality management contains several quality techniques and instruments, in addition, the values and beliefs sharing of all staff within the organization (Gharakhani et al., 2013). TQM can be defined as “a strategy that could achieve the more efficient and superior services through employee’s cooperation within the organization (Lakhal et al., 2006). Although there exist many studies that immediately manage total quality management systems, the systems are supposed unclear (Dean & Bowen, 1994). Reeves and Bender (1994) suggested four outlines of quality. The first is “the conformance to terms is called quality”; the second is “Comforting or surpassing the customer’s expectations is called quality”; the third is “Achieving the excellence standards is called quality”; and the fourth is “Designing the value of product’s, service’s and process is called quality”. Kanji (1990) describes TQM as it’s a continuous improvement way to satisfy the customer’s needs and want’s. Besterfield, Besterfield-Michna, and Besterfield (2003) describe TQM with same the philosophy of principles towards consecutive improvement in the organization. Wolkins (1996) with the same approach defined TQM as a combination of technical and managerial techniques focused on continuous organizational improvement. Ahire and Ravichandran (2001) added that lead to customer satisfaction, development in processes and product quality through the philosophy of

TQM. The same approach followed by Dean and Bowen (1994). They established “TQM” as a theory of management classified by principles, techniques, and practices. Steingrad and Fitzgibbons (1993) described TQM from production and manufacturing approach. Their definition ’s a technique to use the product with fewer defects in a production or service delivery. Evans and Lindsay (2008) described TQM as it’s a philosophy of management that leads the firm's progress by engaging with customer’s expectation. And Zheng and Zhao (2009) defined TQM as the use of comprehensive techniques and methods to improve the quality services products on the basis of continuous feedback. Many categories of TQM were considered as the main performance predictor such as customer focus, employee’s training, personal involvement in the operation, process management, employee’s communication, and empowerment, supplier’s and customer relationship and management leadership. In this research discussed the total quality management constructs and its impact on customer satisfaction.

2.3. TQM Idea in the Perspective of Quality Experts

The well-known quality experts had established the idea, tools, methods and values. To attain the complete TQM knowledge, the influence of the quality experts had to recognize. The philosophies and ideas of quality experts Edward Deming, Joseph M. Juran, Crosby, Ishikawa and Feigenbaum.

2.3.1. Edward Deming

The well-known expert of quality “W. Edward Deming” dedicates his period to paradigm the values and procedure to improve the quality as he is a father of the “TQM”. He worked on the idea of statistical while he has completed his “PhD” in the subject of physics.

Japanese experts and engineer's conceived In 1950 arrange a course on "quality control". The "quality management" has occupied under the Deming's inspiration in Japan. Deming has emphasis on statistical idea inconsistency of the manufacturing process and established philosophy of management to remove the mutual reason of inconsistency. Deming highlighted the fulfilment of inside and outside client in direction to produce the quality goods and service. The Gitlow and Gitlow (1987) Deming emphasized the idea of nonstop development to manage with the progress of innovative technique and expertise. Deming also emphasis on the accountability of senior and junior management and dedication for the quality enhancement. He has extremely highlighted the practice of statistical procedure control (SPC) for problem resolving.

Method

The proper application of Quality Management in the firms Deming (loss free: Quality, Efficiency and Competitive position, 1986) has established the fourteen method's for management which is recorded under.

- Form reliability of persistence to modify the goods and services .
- opt a innovative philosophy for the fiscal age, with learning of management and their responsibilities and for change assumes leadership.
- To attain the mass inspection stop dependability, by offering quality products.
- Business performance conclude on price; transfer the business towards single contractor and award on the base of total cost.
- Continuously progress the system of manufacturing and service
- Planned on job training.

- Improve the performance of the persons through helping technique by using leadership approach.
- Eradicate the fear to improve the efficiency of the persons who are working collectively in firms.
- Eradicate the boundaries among the firms sections. Inspire study, project, sales and manufacturing at work station to see the problems in the entire structure.
- Eradicate mottoes, appeals and numerical goals for the staff meanwhile they are disruptive, specified the structure belongs problems.
- Eradicate rations and values of the work and managed by objects or numerical goals; management should be relieved in its place
- Eradicate blockades that pickpocket persons to pride in their work
- Self-improvement encouraged by the firms for every person.
- Corrective action to complete the revolution.

First three opinions has presents the firms culture. The fourth opinion emphasis on the good and correct relationship among firms and contractor's. Similarly the fifth opinion emphases on the success attainment through nonstop process development. The relationship and Human resource management is emphasis in the opinion on sixth, seventh and eighth. In ninth opinion Cohesiveness among section is absorbed while tenth opinion derives the cultural aspect of the firms. The eleventh opinion emphasis on the essential need and action plan slightly than shares and twelve point opinion on human resource training and development. At last the opinion emphasis on the culture for the nonstop enhancement. Deming has established "PDSA" cycle for the nonstop

enhancement which is commonly recognized as “Deming Cycle”. It is a projecting tool of nonstop enhancement of the firms.

2.3.2. Joseph M. Juran

“Quality Control” Manual is a considerate volume which recognized heavily Joseph M. Juran in Quality field. Juran starts his professional carrier as an engineer’s in 1924 (Beckford, 2002). After the world war second, Juran also worked for the uprising of quality management with Japanese. Juran has established the “quality series” containing planning in quality, quality control and enhancement (Juran, 1992). First section of the series is Quality planning and it is the procedure of developing the plan which is essential to meet the need of the customer’s. The second part on the series, is Quality control is this section the plan should be implemented to attained the goal which is stated in the first step. The last part of the series is Quality enhancement which comprises the procedure of rising the quality level of the firms in the route of accomplishment.

Juran has established a “quality culture” in the firm with the nonstop enhancement. Juran has claimed that the quality problems arises by the administration up to eighty percent and has emphasis on the administration of the quality in the below five opinion,

- Three stage planning of processes, action and control is desired
- Strategies and objects must be assessable
- Organization is answerable for quality
- Education and training are important
- Quality inspired with rewards

2.3.3. Philip B. Crosby

Philip Crosby describes his service from armed forces. After service he started his profession from a quality inspector to a quality director in process industry in quality management field. Then he started the advisor service through the Philip Crosby Associate in Florida. Crosby has emphasis on the precise declaration of the obligation and its dimension frequently to conformance of report which has specified conferring to requirement (Crosby, 1979). Crosby has established on the cost of quality explaining the cost of things doing wrong. Philosophy of Crosby is “Continuously produce the inexpensive things right in first tern”. As Deming and Juran, also define the concern of management for quality enhancement. Crosby has established a popular idea of “Zero Defect”, which is grounded on the slogan “prevention is better than cure”. Deming, Crosby also had assumed fourteen opinion approaches for the quality management. The first two opinion focuses on the promise to contribute in the “quality management program” by starting recovery team. Opinion three and four emphasizes on the quantity and its cost. Similarly opinion five and six focus on the awareness and training so that performed corrective. Opinion seven, eight and nine emphasis on the formation of “Zero Defects” program in the firms. Goals setting, formation of quality convention, acknowledgement of sponsors and culture of permanence are the remaining opinion which are set by Crosby.

2.3.4. Kaoru Ishikawa

Ishikawa is a Japanese quality expert renowned in the world. He has assisted thousands of businesses including Bridgestone, IBM and Komatsu to make advanced quality goods at considerable lesser prices. His volume "What is Total Quality Control"

The Japanese System, Prentice Hall, Inc. was a best seller in business books. (Pradhan, 2014) Kaoru Ishikawa focuses on the continual client emphasis which is to mean that the client must get after sales service. He required to modified the means persons think about work. He has established the idea of firms quality control with successful one stage further. Ishikawa has established the cause and effect diagram which is also named “Ishikawa diagram” or “fishbone diagram” with the assistance of which the root causes of the quality complications can be classifies and resolve the quality associated problems. Ishikawa conceptualized the seven QC tools are common and extensively used by the quality experts and trained all over the globe under the topic quality management. These tool are histogram, control chart, scatter diagram, run chart, Pareto chart, and flow chart. Next common quality tools are quality circle was also invented by Mr. Ishikawa. Similar with other quality leaders Ishikawa has highlighted on the leadership position and support on TQM, education and training towards TQM. He also claimed the instruction of attainment of customer requirements by executives constantly and after these requirements, all other conclusions should be stopped. Also his own progresses, Ishikawa drew and explained on values from other quality experts, including those of one man in specific: W. Edwards Deming, designer of the Plan, Do, Check and Act model. Ishikawa prolonged Deming's four opinion into the below six:

- Regulate targets & goals.
- Regulate approaches of attaining the goals.
- Involve in training and education.
- Work Implementation
- Checked the impacts of application.

- Take corrective action.

2.3.5. Armand V. Feigenbaume

The concept producer of TQC added innovative idea on total quality management. In 1951 his volume was published under the heading “Quality Control”, Values, Exercise and Management”. He observed quality as a strategic professional tool that needs contribution from everybody in the firm and endorsed the usage of quality count as a measurement and estimated tool. Feigenbaume has established the three steps to quality, between these three the first one is quality leadership, which is founded on the comprehensive development of quality determination for the sustaining the clients. The second stage is Contemporary quality expertise which should be managed with the associates and the third one is the business promise for nonstop enhancement through motivation and training of the employees.

Important fundamentals of Feigenbaum’s quality control philosophy (Bhat, 2007) are

- Total quality control is a structure for assimilating quality progress, maintenance and enhancements efforts in an firm that will allow manufacturing, marketing, engineering and service to function at optimum monetary stages though attaining satisfaction of the customer.
- The “control” feature of quality control must include to set the quality standards, explaining performance comparative to these standards, taking helpful action when there is incapability of achieving the standard and improvement in the standard.
- Aspects that distract quality can be separated into two main classes: technical and human. Most significant factor is human factor.

- Quality operational costs can be separated into four classes: stoppage costs, assessment costs, interior letdown cost and exterior letdown costs.

2.4. Review of Experimental Research

Zhang et. al. (2000) had complete wide assessment of the literature and initiate eleven TQM constructs application. They had established and measuring these eleven constructs. The validity and reliability of these constructs were established and authenticated by means of 212 Chinese manufacturing firms data. They have recommended the below eleven constructs of TQM application.

- **Leadership.**
- **Training & Education.**
- Employee's Contribution.
- Supplier Quality Management system.
- Design of the Product.
- **Improvement and Control of Processes.**
- Focus on Clients.
- Proposal Report and Visitation.
- Evaluation.
- Improvement in Quality System.
- Acknowledgement and Reward.

Conca et al. (2004) conducted research to recognize perilous achievement aspects of "TQM" and experimentally verified with the responses of 108 ISO qualified

companies in Spain. The purpose of this research was to examine the aspects of “TQM” and recognizing the virtual status of individual of them in a effective “TQM” application and measure the willingness of the process firms to accept it. The method of this paper was to examine the degree to which “TQM” applies were accepted in the process business and to recognize the effect of diverse aspects on effective “TQM” application. The research had recognized the below critical aspects of “TQM”.

- **Leadership.**
- **Training.**
- Specialist training.
- Supplier Management System.
- **Process Management.**
- Focus on Customers.
- Learning.
- Continuous Improvement.
- Quality planning.
- **Communication.**

Projogo and Sohal (2004) conducted an experimental study to examine the connection among “TQM” and invention performance and relates it with the quality performance. They had established a data from 194 executives in Australian process and non-process firms. They practical that there is high constructive connection among TQM and goods quality whereas the connection is little in

situation of TQM and invention while the relationship is constructive. The used constructs as under,

- **Leadership.**
- Strategic Planning.
- Focus on Customer.
- Information and Analysis.
- Personnel's Management.
- **Process Management.**
- Product Quality.
- Product Revolution.
- Process Revolution.

Lin et al. (2005) used structural equation modeling (SEM) to examine the affiliation among firms performance and supply chain management. They had composed the evidence from the process firms of Hong Kong and Taiwan. The outcome exhibited the durable affiliation among quality management performs with contractor contribution approach which leads to the satisfaction of the customer and professional outcomes. The below constructs used in this study as,

- **Top Management Leadership.**
- **Training.**
- Product/service Design.
- Supplier quality Management.
- **Process Management.**
- Quality data Reporting.

- **Employee Relations.**
- Clients Relations.
- Benchmarking.
- Learning.
- Supplier Participation.
- Suppliers Selection.
- Satisfaction Level.
- Business Results.

Das et. al. (2008) has to recognize the probable identification area of modification in the perspective of TQM application. They had selected 275 process firms of Thailand which had approved by ISO9000 and checked the ten constructs of TQM in which nine were TQM application constructs and one impression construct. Completely there were 52 objects within these ten constructs as under

- Top Management Commitment.
- Supplier Quality Management.
- Continuous Quality Improvement.
- Product Innovation.
- Benchmarking.
- Employee Involvement.
- Reward and Recognition.
- **Education and Training.**
- Focus on clients.
- Quality of the Product.

Hoang et al (2010) considered 222 process and service firms and used Structural Equation Modeling (SEM) to study the affiliation among application of “TQM” and firms features in a newly developed state in south Asia. They initiate that larger firms had advanced application level crosswise virtually all exercise the “TQM”. “TQM” applies remained statistical more important in process businesses associated to service firms and the firms having higher level of invention also exposed higher level of “TQM” exercise application. Hoang et al (2010) was used the below constructs,

- Top Management Commitment.
- Staff Involvement.
- Staff Empowerment.
- **Education and Training.**
- Team Work.
- Focus on Clients.
- **Process Management.**
- Information and Analysis System.
- Strategic Planning.
- Open Firms.
- Service Culture.

Volmohammadi (2011) used seven “TQM” principles explicitly leadership, management of processes, suppliers, focus on clients, staff management, communication and information system of quality and tools & methods to study the impact of “TQM” application. On the Iranian firms performance process SME’s. 65

self-administered questionnaire were composed from executives of Iranian production SME's. The research initiate that the leadership plays an significant role in enhancing firms performance of the Iranian process SME's. The research also observed the insinuation affiliation among TQM applies and firms performance. The used constructs as below,

- **Leadership.**
- **Process Management.**
- Suppliers.
- Focus on Clients.
- Staff Management.
- **Quality system of Information and Communication.**
- Tools and Methods.

Bhari et al (2012) used Structural Equation Modeling (SEM) and Positive Factor Analysis with the help of AMOS to confirm 11 constructs of "TQM" application picked from related literature of "TQM". They initiate that application of "TQM" has constructive and important impact in determining the firms culture. They also initiate that employee of Indonesian companies supposed cultural aspects in the application of "TQM" as a aspect springing the concert of the firm. The factor used by Bhari et al (2012) as below,

- **Leadership.**
- Suppliers quality management.
- Vision and plan statement.
- Assessment.

- **Process control and improvements.**
- Product design.
- Improvement in Quality system.
- Staff participation.
- Acknowledgement and reward.
- **Training & Education.**
- Focus on Clients.

Munizu (2013) has completed experimental research with data of 55 small and medium scale fishing companies. The data has been composed from executives of those companies. On the basis of review of literature the paradigm has been used and the path analysis used to confirm it. The research exposed the TQM exercise has constructive and important result on both firms performances and inexpensive benefits. The diverse constructs has been discussed below in three sections.

TQM Practices

- **Leadership.**
- Strategic Planning.
- Focus on Clients.
- Analysis of Information.
- Personnel's Management.
- **Process Management.**
- Suppliers management Competitive Benefit.

Competitive Advantage

- Cost & Price.

- Dependability of Delivery.
- Revolution of Product.
- Time to Market Business Performance.

Firms performance

- Return on Investment (ROI).
- Market Segment.
- Sales.

Leading subjects to accessible in this segment, explanation of the service sector, a explanation of TQM, the evolution of TQM, TQM constructs claim and benefits, TQM applies in the service segment, the description of satisfaction of customer, customer satisfaction and its dimensions and the relationship between TQM and satisfaction of the customer's.

2.5. TQM Constructs for This Research

2.5.1. Employees Training

HRM can be described as “the strategies and manners one requirements to bring out that ‘personnel’s’ or HRM features of a administrative positions including employee’s recruiting, employee’s screening, employee’s training, rewards, and appraisals” (Dessler, 2000, p. 678). Yang (2006) thoroughly examined the impact of HRM exercises on the application of TQM inside the advanced technology firms and the experimental outcomes of the study found that HRM practices have significant impacts on client satisfaction. For several years, client satisfaction has been the main goal of each business firm as it can lead to improved income and profit (Kotler et al., 1996). Thus,

Yang (2006) justified that to maintain the customer satisfaction firms must have implementation design in their system, and the companies entirely depend on employee's to maintain and implement the system. Ott and van Dijk (2005) examined the impacts of HRM on customer's satisfaction in the service industry. Eight HRM actions were established and measured in the study, individual development plan, On the job or outstation training, annually evaluation of performance, staff participation through kaizen, the procedure for labor shortage, expectable work calendars, open & supportive management technique. Conversely, employee's settlement was related mainly with the administrative style of the plant manager, and to a smaller degree affected by performance appraisals and expected working calendars. In the experimental study of the connection among representative views, client comfort, and departmental achievement, Adsit et al. (1996) found that the employee's attitudes dimensions, team contribution & regard to production evaluation were completely related to client satisfaction. Based on the above inclusive evaluation of the association between HRM and customer satisfaction, So the below hypothesis was proposed.

(H 1): Improvement in employees training (ET) positively impacts the customers satisfaction (CS) by visiting three star hotels in Lahore.

2.5.2. Process Management

Process Management (PM) is a preparation method for moving inputs into outputs; in this way, management utilizes the all resources in an efficient and effective way to achieve the goals (Zairi, 1997). A comparatively new portion of such progress is "process management (PM)" (Elzinga et al., 1995, p. 119). Meanwhile, business procedures are measured to obtain the parallel connections between key actions that

affect the customer (Zairi, 1997), management these “finish to finish” procedures should be an ongoing effort if the firms are to meet clients’ specific needs and necessities. Process aptitudes and application regulate important features of the client meeting such as courtesy, speed, accuracy etc. which is unpaid course, determine customer satisfaction (Maddern et al., 2007). In an experimental study, Kumar et al. (2008) analytically examined the connections between PM and CS. The scholars also challenged the domination of the customer’s interaction perspectives on service procedures and had projected a more systemic effort on the whole service design. The outcomes exposed that the significance of PM as a critical issue in driving customers. Pritchard and Armistead (1999) have directed a review to understand the implementation of PM in European companies. It is not amazing that the results recognized PM as a means to attaining company worth (i.e. enhanced the relationship with customer’s, improved cross-functional performance, and a variety in firms experience). Ultimately, customer's is recognized as well. The final goal of business excellence will indisputably, result in customer's. Ample research has revealed that effective PM, especially PM has an optimistic impact on customers. So the below hypothesis remained stated:

(H 2): Improvement in the process management (PM) can enhance the customers satisfaction (CS) by visiting the three star hotels in Lahore

2.5.3. Employees Communication

Employees communication (EC) can be defined as the process in which managers implement & formulate strategies to achieve the specified goals of the organization by providing the best values to the stakeholders (Bounds et al., 1994). Preferably, it contains the planning of long term and short term firms vision and mission (Tari ’, 2005). Mostly,

there is a gap in experimental studies that observe the impacts of firm's vision on customers satisfaction. Definitely, a significant causal connection is seen among the firm's vision and Customer satisfaction, as well as employee fulfillment (Kantabutra,2008; KantabutraandAvery,2007). Both Kantabutra(2008) and Kantabutraand Avery (2007) also studied the impacts of vision on staff and customers satisfaction, Usually, the outcomes of both studies exposed a significant suggestion between general customer and staff satisfaction, the visual qualities, employees communication, empowerment, employees motivation, and employee satisfaction were indirectly forecast improved the customer satisfaction. Fatefully, the factors of visual qualities, communication and motivation reduced no important impact, only personal factors of the staff and empowerment were directly forecast improved client satisfaction. So, the below hypothesis was proposed:

(H 3): Communication among employees (EC) can enhance the customers satisfaction (CS) by visiting three star hotels in Lahore.

2.5.4. Leadership & Management

Leadership & management (LM) can be described as the process to achieve the desired outcomes by influencing others (de Jong and den Hartog, 2007) and it is one of the important constructs of TQM (Fec ikova ´, 2004; Soltani et al., 2008). According to Gonza ´lez and Guille ´n (2002), the attainment of this construct depends on the promise of the higher management to assign resources and inspire with actions (i.e. positioning of data gathering devices, inspire the use of analytical tools that allow clients prospects to be altered into specifications of the product and process standards, etc.). In an experimental study, Pannirselvam and Ferguson (2001) examined the connection among

the Baldrige programs in relation to TQM philosophy. The outcomes shows that LM was significantly also directly or indirectly impact the client satisfaction. Brookshaw and Terziovski (1997) further irradiated that effective LM in “TQM” is a necessity to earn client trust. So, the below hypothesis was proposed.

(H 4): There exists a significant relationship between leadership & management (LM) and customers satisfaction (CS).

2.6. Application and Benefits of TQM

Built on four unique patterns of “TQM” awards, Abdullah et al., (2009) characterized practices of “TQM” into two sections: faraway and strong TQM systems. Both demanded that the simple methods perform a much more important role in the application and results of TQM. Soft practices are management leadership, organization learning, cooperative environment, management of processes, employee’s on job or out satation trainings, employees relation and communication. Lewis et al., (2006). The manners are quality data and recording, client satisfaction, personal use, process control through management, training and education of the employee’s, management promise, endless revisions, management and leadership, quality plan, achievement evaluation, focus on customers, and contact with vendors and experts association. “TQM” has a constructive outcome on firms performance and its process (Zakuan et al., 2008; Abdullah et al., 2009; Kaynak 2003; Samson and Tersioviski 1999), especially in service firms (Bon et al., 2012). On the basis of literature review, trends of “TQM” application shows that firms would be directed to one of two foremost groups: those applying “TQM” and those out of the market (Hoang et al., 2010). Hoang & his companions further claimed that large firms with TQM application developed more inventions and increased advanced competitive level as

compared to smaller firms in the region of Asia. They further observed that firms practicing TQM ways performed better changes and higher business share. TQM has a substantial constructive effect on firms performance (Zakuan et al., 2008).

2.7. TQM Practices in Service Organizations

In this part the TQM practices will be discussed, It signifies various items to several persons and the amount and preference of the “TQM” factors differ from one producer to another and their consequence might vary from one company to another (Harrington et al., 2012; Boulter et al., 2013). A service organization built the shape on the basis of quality principles. Each company emphasizes to adopt the principles of quality and decided to use the practices and different techniques into practical (Johansson et al, 2013). However, if there was a consent between professionals about something creates “TQM”, it would contain the resulting components: leadership and management obligation, communication, education, collaboration, focus on client satisfaction, quality data analysis, consecutive improvement, development in process, focus on the empowerment of the employees and involvement of the supplier (Harrington et al.,2012). The key “TQM” constructs extracts from the literature here, according to Talibet al. (2011), higher management obligation, focus on customers, education and training, consecutive improvement and invention, managing the suppliers and employee’s engagement. According to Mosadeghrad (2014), many critical issues are essential if “TQM” is to be effectively implemented. These contain higher management support, strategic planning, strong leadership, quality structure, effective supervision of human resources, training and counseling, employees’ empowerment, friendly environment, continuous improvement, market-driven quality, vendors partnership, solve the problems with management fact and a “TQM” culture.

Tsang and Antony(2001) analyze the constructs of “TQM” in the service industry of UK based on the critical factors: focus on customer, continuous improvement, cooperative environment and participation, commitments of top management, development through training, policies and system of quality, managerial leadership, communication within company, supplier management system, cultural change through measurement and feedback. Calvo-Mora et al.(2014), “TQM” system studied in the research including (leadership & management commitment), strategic planning, continuous improvement, focus on the customer, data-based management system, HRM, process, and control management, supplier management. Karimi et al. (2014), study a forecaster set of “TQM” system in service organizations including important planning, leadership, market and customer focus, analysis and measurement, management of knowledge, focus on (human resource) and (process management). From the literature review, “TQM” is an interdependent system of components specifically, principles, critical determinants, elements or components, whereas there is no model for a good “TQM” program that makes unique. To develop a “TQM” model for service companies depends on the empirical data of the model fit to empirical data, the studies of Fotopoulos and Psomas(2009)and Psomasand Fotopoulos(2010)are used as the basis for the design of the theoretical framework of the study. This framework contains all the four “TQM” factors that track through the several descriptions of the TQM. Selected factors are Employee’s training, Process management, Employee’s relation, and Management leadership. The studies of Lam et al. (2012), Boateng-Okrah and Fening (2012), Harrington et al. (2012), Singh and Sushil (2013), Talib et al. (2013), Voon et al. (2014), Ebrahimi et al. (2014), Calvo-Mora

et al. (2014), Mosadeghrad (2014), Karimi et al. (2014) and Delicetal.(2014) are used on the basis to measure the variables (TQM constructs) identified in the literature.

2.8. Definition of Service

The term Service as “working for someone with helping actions” Another description is “service implies action, method and achievement” by (Zeithaml et al., 2006). The description looks to service from the aspect of organizational administration systems. Added description of service because monetary action is “Service is a monetary action that constitutes value and offers assistance for customers at a particular period and places” (Talib et al., 2012). This description seems to maintain from the comprehensive theory of the business. So, this description is considered in this research for the extended scope of this research about service division share in the business.

2.9. Service Categories

OECD characterized services business in four main groups: logistics assistance before-mentioned as goods services, call centers services such as information services, financial services, and health care service (OECD, 2005). Zeithaml (2006) fixed services in four groups: service firms, began service, intangible services, and consumer care service. Service firms do businesses with assistance as a key result before-mentioned as hotels and transportation companies and medical stores. The intangible goods before-mentioned as coaching services and consulting services. Acquired services are the natural outcome such as network data processing service. Customer care services are the shielding services for goods and products such as support services and fixing up devices (Talib et al.,2012).

2.10. Definition of Service Sector

Based upon the descriptions and systems of services in the literature, there exist a couple of explanations for the service division: slight clarification and comprehensive description. Slight services definition contains all economic actions other than production, drilling, silviculture, cultivation, trawling and trapping, quarrying and development, government administration and protection and services. While this comprehensive description contains development, government administration and protection, and services (Kanapathy, 2003).

2.11. Definition of Customer Satisfaction

One of the best study area with respect to the marketing perspective is customer satisfaction because it considered as a key factor to achieving the business goals, considered as the baseline standard for the excellence and possible performance of the business (Gerson,1993; Munusamy and Chelliah,2011). The slogan “Customer is all time right” and reflects the importance of customer satisfaction is high (Fecikova,2004). Companies acknowledge that keeping existing customers in the favor of the company instead acquiring the new one replace the customers who have been causing loss (Boulter,2013). Considering the strong competition in the hotel industry, Saying just not enough customers. Somewhat, they should be more satisfied, This practice can initiate brand loyalty and long term relationship with customers in intense competition. However, dissatisfied customers express their feeling through behavior (Zeelenberg and Pieters,2004). Such types of behaviors may cause less profit. On the other hand, customers express the experience with her peers and due to the advancement of smart fone the information spread rapidly, which affect the reputation of the businesses in both way

(positive or negative) (Babin and Harris,2012). The study shows that dissatisfied customer will share the experience with nine other persons (Hoffman and Bateson,2010).This negative word of mouth very dangerous for the reputation of the business and its profitability. If the firm able to resolve the clients complains, Dissatisfied customer, spread the news to the other five persons in the situation of previous experience they received, they cause of the increase in profitability.

2.12. The Relationship Between TQM and Services

Quality remains the pillar of the services sector, to keep the quality of the profession is tough work. application of TQM is the most significant part of the service industry. Describe the application of total quality management, which is completed by all the employees of an organization. Applying TQM on services place will simply work if the superior command promise and include in the process of TQM implementation. (Pheng and Teo 2004).TQM successful management philosophy has been recognized that can be successfully applied in the services industry.

The small organizations didn't practice TQM correctly because of limited information about TQM. Practice is the main factor to improve the TQM application in the services industry, which will increase the profit and reduces the time span. Saurin Kakkad, (Pratik Ahuja, 2014). Vertical and horizontal layers of the companies used TQM proven method worldwide. Applying TQM will help the organization to attain; Business effectiveness and efficiency, Deep time advantages, provide wanted results to satisfy clients, the Better outputs of the manner related the resources.

2.13. Conclusion

The material in this section includes the backgrounds of the customers satisfaction due to the effect of the total quality management constructs. TQM begins from production industries and first time adopted in Japan in the 1940s in the supervision of America. Deming, Juran & Feigenbaum. TQM can also be defined as “a plan that could accomplish the more efficient and superior services through employee’s cooperation within the organization (Lakhal et al., 2006). Kanji (1990) describes TQM as it’s a nonstop way to improve and satisfy the consumer’s needs and want’s. Besterfield, Besterfield-Michna, and Besterfield (2003).

The key constructs of the TQM are customer focus, employees training, personals involvement, process management, employees communication and empowerment, suppliers and customer relation and leadership and management. For the current study select the four constructs that are, employees training, process management, employees communication and leadership and management.

Ott and van Dijk (2005) examined the impacts of HRM on client satisfaction in the service business. Eight HRM actions were established and measured in the study, individual progress plan through training, On the job or outstation training, performance review annually, employees involvement through kaizen, the procedure for labor shortage, expectable work calendars, open & supportive management technique. HRM features of a management position including employees hiring, employees screening, employees training, rewards, and appraisals” (Dessler, 2000, p. 678).

Management utilizes all resources in an efficient and effective way to attain the goals (Zairi, 1997). A comparatively new portion of such progress is “management of the process

(PM)” (Elzinga et al., 1995, p. 119). business procedures are measured to obtain the parallel connections between key actions that affect the clients (Zairi, 1997), managers implement & formulate strategies to attain the specified goals of the firms by providing the best values to the stakeholders (Bounds et al., 1994)

The process to achieve the desired outcomes by influencing others (de Jong and den Hartog, 2007). Pannirselvam and Ferguson (2001) examined the connection among the Baldrige programs in relation to TQM philosophy. The outcomes show that LM was significantly either directly or indirectly impact customers satisfaction.

TQM enhanced a rival advantage for business establishments to remain in absolute business competition (Soltani et al., 2008). Lewis et al., (2006). The manners are quality data and recording, client satisfaction, personal use, process control through management, training and education of the employees, management promise, endless revisions, management and leadership, quality plan, achievement evaluation, focus on customers, and contact with vendors and experts association. (Harrington et al.,2012) said the resulting components: leadership and management obligation, communication, education, collaboration, focus on client satisfaction, quality data analysis, consecutive improvement, development in process, focus on the empowerment of the employees and supplier involvement to achieve the customer satisfaction in the service business. The slogan “Customer is all time right” and reflects the importance of customer satisfaction is high (Fecikova,2004). Companies acknowledge that keeping existing customers in the favor of the company instead acquiring the new one replace the customers who have been causing loss (Boulter,2013). In the light of the literature review below hypothesis are proposed to check the relationship of TQM constructs on customer satisfaction.

H 1: Improvement in employees training (ET) positively impacts the customers satisfaction (CS) by visiting three star hotels in Lahore.

H 2: Improvement in the process management (PM) can enhance the customers satisfaction (CS) by visiting the three-star hotels in Lahore

H 3: Communication among employees (EC) can enhance the customers satisfaction (CS) by visiting three star hotels in Lahore.

H 4: There exists a significant relationship between leadership & management (LM)and customers satisfaction (CS).

Chapter 3

Research Methodology

3.1. Introduction

The portion of the study represents an outline of the methodological viewpoint. The conversation on the study proposal has completed on the foundation of the study question adopted in chapter 1. Similarly describes in detail about the progress and finishing about the questionnaire survey. The sampling technique, data reliability and validity, data scrutiny procedures and approaches of validating the models were debated in this section.

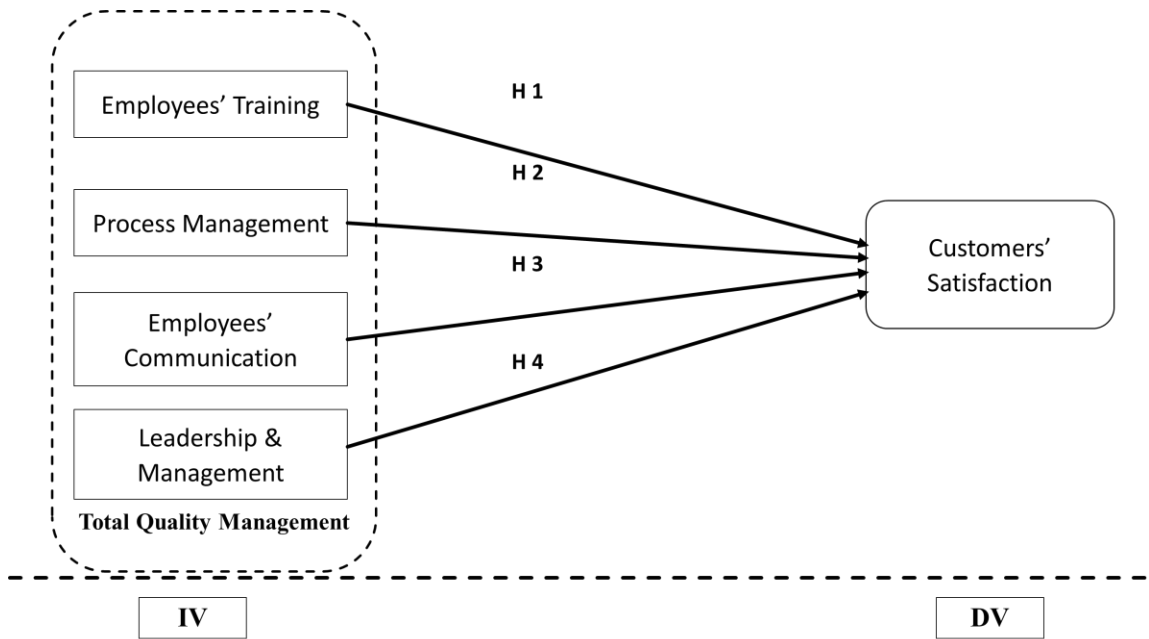


Figure 3 Conceptual Framework

Since previously stated in the introduction section, the theoretical framework is outlined as below.

3.2. Alternate Hypothesis Statements:

An alternative hypothesis represents that there is a statistical relation within two variables. That is the hypothesis, the researcher is seeking to determine. The alternative hypothesis for the dissertation is illustrated hereinafter.

H1: Improvement in employees training (ET) positively impacts the customers satisfaction (CS) by visiting three star hotels in Lahore.

H2: Improvement in the process management (PM) can enhance the customers satisfaction (CS) by visiting the three hotels in Lahore.

H3: Communication among employees (EC) can enhance the customers satisfaction (CS) by visiting three star hotels in Lahore..

H4: There exists a significant relationship between leadership & management (LM)and customers satisfaction (CS).

3.3. Problem Definition:

Since defining in the literature, its essential need to differentiate the problem statement for research (Saunders, 2015). As without a problem statement, a research foundation cannot be sketched. The problem statement for the study is defined here:

The hotel industry is being prospered in Pakistan but it still lacks quality for quantity, effective coordination, staff motivation and leadership qualities among personnel which causes the bad word of mouth. The nonexistence of TQM consideration in hotel industry creates an atmosphere of non-professionalism, due to which customers do not prefer to choose such hotels. This preference also hinders the tourist for such selection. Such a situation not only hurt the revenue generation of hotels and their contribution towards the economy also suffers.

3.4. Research Design

This study is conducted by the object to explore the impression of TQM factors on customers satisfaction by using quantitative techniques. The researcher will choose the “research onion” concept for elaboration of the research paradigm.

3.5. Research Philosophy

In onion theory, the philosophy covers the outmost layer as it’s related to information progress and the features of that knowledge. In simplistic descriptions, “a philosophy of the research is a concept about the approaches in which data regarding phenomenon should be composed, analyzed and used”.

In this study, the positive method is employed to develop the basis of knowledge. As a philosophy, positivism observes to the viewpoint that “realistic information gained through opinion (the senses), including dimension, is dependable. In positivism revisions, the role of the investigator is limited to the collection of data and explanation in a neutral way. In these types of studies research outcomes are usually visible and computable”.

3.6. Research Approach

The secondary layer of the onion is shown the method for the study. There are combine tactics which can be used to describe the reason for composing a research paper as existing in the literature. These two types are deductive and inductive reasoning.

The research approach employed in the study is deductive reasoning.

A deductive method is treated as “forming a hypothesis (theories) based on present theory, and then designing an examination procedure to examine the hypothesis”.

Methodological Choice

The following step of the study is to regulate the research methodology or the data collection method. The several existing methods are “quantitative, qualitative, and mixed method”. The quantitative methods are built on numeric data while the qualitative methods employ non-numeric data as meetings, explanations, images, and videos to combine results. Studies can furthermore prefer to apply a joint technique which contains both quantitative and qualitative statistics.

This study is tried to practice the quantitative methodology. Since quantitative research includes numeric values while collecting data for construct justification, the research questions are composed accordingly.

3.7. Research Strategies

The resulting level to research structure is a suggestion to act as in this section a substitute will be taken to collect information from respondents. The various replacements available to pick the choices are "trial, investigation, archival study, case study, ethnography, performance research, grounded approach, and constant inquiry”.

In this study, the researcher will convoy a quantitative method for data gathering. Since due to the shortage of time it would be not useful to collect data of interviews as it demands extensive time and energies and the number of defendants would be lower.

The specified method must have some benefits over another method as cost-effectiveness while it required to manage data of the large population, easiness in the explanation of outcomes resolved from questionnaires and the consciousness of respondents with reviews. The other benefits of the reviews are the lack of distinct favoritism and secrecy, and time suitable for researcher and respondents to respond in the best probable time horizons.

The problems involved in the questionnaires is lesser reply rates which oftentimes gambled due to the lower concern of the persons. It should be combined with outcomes a vast amount of surveys and procurement the aimed conclusions.

The different queries with the surveys are the weaker conference of a researcher with respondents, in contrast to other alternatives as in interviews where both engage face to face and the problem can be described much easier. An added dilemma including the surveys is people plainly declare it without understanding proper descriptions of questions due to the absence of interest which can affect the outcomes if not recognized accurately.

3.8. Questionnaire Design

The development of the questionnaire was performed by using "Google Forms" and furthermore dispersed between respondents adopting the same option. The questionnaire comprised a blend of two sections. In the first section consist of the respondents, personal information and the second section have hypothesis related questions.

In the start, respondents were questioned to provide personals information as gender, age, from which area of the Lahore city they belong. The respondents were further enquired of their working experience in the hotel as of whether they are working in a three-star hotel. if the answer of last stated question would be yes, the questionnaire reply is considered for analysis. If the answer was no, the response of these persons was ignored as these respondents weren't targeted. At the end of this section, there was a question about respondent's usage of social networking sites as of how often they search the options online. In the second section, the factors of total quality management were proposed to

examine customer satisfaction i.e. “employees training, process management, employees communication, and leadership and management style.

The scale to measure customer satisfaction was adopted from famous journals as stated by the research scholars. The major reference journals are “responsibility of Academic World Education and Research Center, International Journal of productivity and Quality Management, European Journal of Business and Management, Journal of Sustainable Development in Africa”

3.9. Sample size for research

Tripadvisor.com listed the total available three-star hotels in Lahore which are approximately more than 50 as in 2018. The population for these three-star hotels in the city of Lahore is very large however sampling continued a limitation for study. The probability sampling method was used to collect statistics for the study as "probability sampling uses random sampling methods to create a sample". The collection of data was from the business man’s and tourists who visit the city in different perspectives.

The questionnaire was circulated by Google forms and what App and in hard form sharing options up to 250. The researcher invited the respondent’s to intentionally reply the survey form. The target size for the response frequency was estimated to comprise 100 ~ 130 responses at-least.

3.10. Secondary Research

The information which remained available on the various origins were discovered adopting google scholar and downloads using the internet. The details of the following research are presented in the second chapter of the thesis.

3.11. Research Ethics

“Research ethics are the morals of behavior that guide the researcher's manner in relation to those who are subjects of or pretentious by the finished work” (Saunders et al 2015).The formerly indorsed ethical values should choose in practice to eliminate each moral concern which could arise over course of time. These standards are: “Honesty and objectivity of the researcher; Honor for others; Dodge of harm; Isolation of those accepting part; Missionary type of support and right to withdraw; Informed consensus of those taking part; Confirming secrecy of data and maintenance of secrecy of those taking apart; Accountability in the analysis of data and reporting of results; Compliance in the control of data; and securing the safety of the researcher” (Saunders et al., 2015).

Achieving access to respondents was one of the primary problems encountered by the researcher through the research process, as usually, peoples feel a burden to contribute their extra working times to reply to a survey form. The deficiency of attention was an added cause of lowering reply rates for respondents. A few peoples usually do not want to announce their benefits through this problem was determined by not gathering names or email ids of the persons who are responding to the questionnaire. There was including a note on the questionnaires that all data would be kept confidential and would be used for academics purposes exclusively.

Chapter 4

Analysis and Results

4.1. Introduction

In this portion of analysis of results of the respective study. The questionnaire came back amount of the research was described. The characteristics of the study respondents was discovered. Expressive data of each object with scale are showed in the subgroup of this section. The confirmatory factor analysis of each construct, reliability and object analysis was discovered. Correlation and Regression analysis is further implied afterwards.

Response Rate

The questionnaire spread among 250 members by using electronic means like google form spread through gmail.com, and posting a link on WhatsApp groups of respective hotels. The questionnaire was self-administered and it was replied by 92 people within the specified period. Thus the response rate for the proposed sample is 36.8%. seven answers were dropped due to inappropriate and partial answers. Therefore the cumulative accepted replies were being 90 answers. The demographic factors (age, designation and experience) are taken for analysis purpose. The indication was found from 17 November 2018 to 15 December 2018 and the duration held more than four weeks.

4.2. Characteristics of Respondents Demographic

The portion defines the characteristics of respondents demographic. Gender, Age, and experience in three star hotels of Lahore.

4.2.1. Gender

The selected replies contain 81 males and 9 female participants which are 90% and 10% respectively. During the survey, the male and female respondents were targeted as per

selection of business man's, tourists and other visitors the percentage is illustrated in below trend.

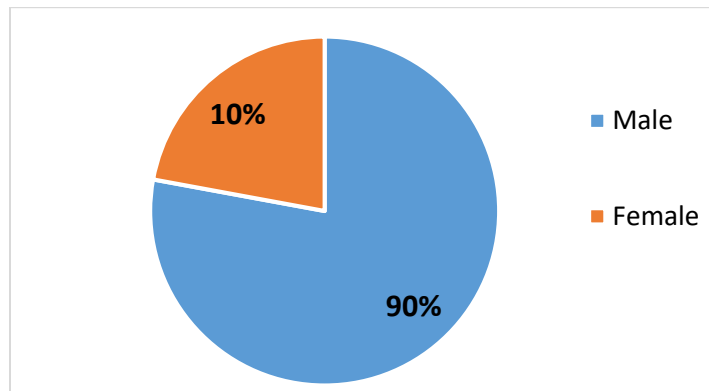


Figure 4 Gender Wise %age

4.2.2. Age

9 persons from age bracket of 16 to 23 years which are 10% of the total responses. The major response 48 people from the age bracket of 24 to 33 years which has 53.33% of the collective population of participants. The 17 persons 18.89 % belong to the age bracket of 34 to 41 years, 10 persons 11.11% from age bracket of 42 to 55 years and 6 persons 6.67% from age bracket of more than 55 years

| Age (Years) | Frfequency | Percentage | Cumulative Percentage |
|--------------|------------|------------|-----------------------|
| 16 ~ 23 | 9 | 10 | 10 |
| 24 ~ 33 | 48 | 53.33 | 63.33 |
| 34 ~ 41 | 17 | 18.89 | 82.22 |
| 42 ~ 55 | 10 | 11.11 | 93.33 |
| More Than 55 | 6 | 6.67 | 100 |
| TOTAL | 90 | 100 | 100 |

Table 1 Respondents Age

4.2.3. Category

Main respondents of the study are business personal 68 (75.55%) and the secondly tourists 22 (24.45%).

4.2.4. Duration (Experience) of the involvement

Maximum are visits three star hotel once in a month 45 (50%). Secondly visit three star hotels after six month 35 (38.89%). Third and fourth layer of persons 5 (5.55%) and 5 (5.55) having experience of once in a week.

4.3. Factor Analysis

Factor analysis is applied for the reduction of mass data into smaller data sets to make and handle the data in easy manageable. Factor analysis group the different observed variables which are comparable in reply or “suggests variability dispersed into mutual and unique components” since the variables appropriate for factor analysis are latent (couldn't observe directly).

The “exploratory factor analysis” used when the data structure is unknown i.e. how many dimensions exist in the data set and what factor's to be chosen for a farther explanation.

The second model “confirmatory factor analysis” is experienced when the researcher is well conscious of the data set configuration and the factor analysis is adopted for verification and determination.

4.3.1. Bartlett's test of Sphericity:

The “Bartlett's test like a correlation matrix to the distinctive medium. Further arguments, it shows if there is a repetition dominant the variables that can be reduced with some factors”. To confirm that the factor analysis overcame, the sig. value for “Bartlett's Test of Sphericity” should not exceed 0.05.

4.4. Factor Analysis Results

The factor analysis used to decline the scale factors and to confirm factor loadings. All items were secure to be loaded on a single factor. The cutoff value of factor loading was 0.40 known for factor reduction.

The research includes four independent and one dependent variables. The factor analysis was operated for each variable separately. The results of factor analysis, practical by using SPSS are presented here in the table.

| Sr # | Variables | Measure | Factor Loading | Sig. of Bartlett's Test |
|------|-------------------------|---------|----------------|-------------------------|
| 1 | Employees Training | ET1 | 0.873 | 0.000 |
| | | ET2 | 0.894 | |
| | | ET3 | 0.875 | |
| | | ET4 | 0.887 | |
| | | ET5 | 0.86 | |
| | | ET6 | 0.896 | |
| | | ET7 | 0.887 | |
| 2 | Process Management | PM1 | 0.817 | 0.000 |
| | | PM2 | 0.834 | |
| | | PM3 | 0.817 | |
| | | PM4 | 0.757 | |
| | | PM5 | 0.868 | |
| | | PM6 | 0.647 | |
| | | PM7 | 0.868 | |
| | | PM8 | 0.684 | |
| 3 | Employees Communication | EC1 | 0.799 | 0.000 |
| | | EC2 | 0.802 | |
| | | EC3 | 0.761 | |
| | | EC4 | 0.729 | |
| | | EC5 | 0.782 | |
| | | EC6 | 0.702 | |
| 4 | Leadership & Management | ML1 | 0.817 | 0.000 |
| | | ML2 | 0.834 | |
| | | ML3 | 0.817 | |
| | | ML4 | 0.757 | |
| | | ML5 | 0.868 | |
| | | ML6 | 0.647 | |
| | | ML7 | 0.868 | |
| | | ML8 | 0.684 | |
| 5 | Customers Satisfaction | CS1 | 0.691 | 0.000 |
| | | CS2 | 0.647 | |
| | | CS3 | 0.778 | |
| | | CS4 | 0.763 | |
| | | CS5 | 0.898 | |
| | | CS6 | 0.813 | |
| | | CS7 | 0.816 | |
| | | CS8 | 0.778 | |
| | | CS9 | 0.898 | |
| | | CS10 | 0.816 | |
| | | CS11 | 0.898 | |
| | | CS12 | 0.813 | |

Table 2 Factor Analysis

4.5. Reliability and Constructs Analysis

The TQM Application reliability checked in this section. Here they were 4 construct of TQM application and scale has formed for each with diverse objects. After that for each objects of each scale the reliability test were done. The below table express the Cronbach's alpha for diverse TQM application scales. The value of Cronbach's alpha has a range of 0.00 to 1.00. The least required range for the said scale is 0.70, however, in a few studies, 0.60 value for the scale is also considered satisfactory as specified in the literature.

The table below concise the Cronbach's alpha value for the each dimension,

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .874 | 5 |

Table 3 Reliability statistics I

Below table shows the summary of Cronbach's alpha value for the survey for each individual measurement scale.

| Scale | Cronbach's α | Number of items | Number of Cases | Mean Score |
|---------------------------|---------------------|-----------------|-----------------|------------|
| Employees Training | 0.952 | 7 | 90 | 3.50 |
| Process Management | 0.912 | 8 | 90 | 3.39 |
| Employees Communication | 0.855 | 6 | 90 | 3.48 |
| Leadership and Management | 0.901 | 7 | 90 | 3.36 |
| Customers Satisfaction | 0.949 | 12 | 90 | 3.57 |

Table 4 Reliability Statistics II

4.6. Hypothesis Testing.

In this section , the hypothesis being studied by using statistical toll SPSS for the Correlation and Regression analysis.

4.6.1. Correlation Matrix,

The section describes the correlation of the four scales of dimension with their conforming scales of measurement. The each constructs were the average of conforming scale of measurement. The below table express that the correlation were greater than 0.05 for the studied four constructs. The selected objects were correlated with the scale of measurement, its determined by the correlation matrix that the selected objects scale has been assigned appropriately. The correlation matrix value range from the -1 to +1. The relation between two variable would be positive or negative or both may hold neither relation. The value of the correlation matrix including the negative sign explains that there is an adverse relationship among the two variables. Such as if the one variable value would be increased, value of another variable will be reduced. Similarly, the coefficient with the positive symbol establishes the direct correlation between the two variables. So as the rise in a variable value further increase the other variables value. The condition of zero confirms that there is not any connection between the variables.

The impression of the relationship is described in below table,

| | Employees Training | Process Management | Employees Communication | Leadership & Management | Customers Satisfaction |
|-------------------------|--------------------|--------------------|-------------------------|-------------------------|------------------------|
| Employees Training | 1 | | | | |
| Process Management | 0.459 | 1 | | | |
| Employees Communication | 0.526 | 0.68 | 1 | | |
| Leadership & Management | 0.583 | 0.545 | 0.73 | 1 | |
| Customers Satisfaction | 0.639 | 0.553 | 0.674 | 0.587 | 1 |

Table 5 Correlations Matrix

4.6.2. Regression Analysis

The regression analysis use to determine the selected hypothesis are accepted or rejected. For test purposes, the selected factors of a dependent variable checked with the various independent variables. Knowing the scope of the study, the regression analysis is used in single go. Initially test the relationship of independent i.e. TMQ constructs and predecessor will be tested with the customer satisfaction (which is a dependent variable here) by applying several regression analysis tools.

Later the tests commanding, the results of the regression analysis are interpreted by applying the various indicators. The commonly practiced indicators are “B, Beta, t, Sig. and Tol”. Considering the explanation of these indicators is as “the value of "B" determines to which degree the value of an independent variable impact to the value a dependent variable – which is also known as initial regression coefficient. Beta stands for standardized regression coefficient. Calibration of the coefficient is generally done to response the question of which of the independent variables have a better impact on the dependent

variable in a many regression analysis, when the variables are measured in different components of measurement (for example, revenue measured in dollars and household size measured in the quantity of persons). The t value regulates in what way a variable differ expressively from the value of zero. Sig. measures the significance level of the variables. In respective research, the value of significance should be under 0.05 to consider a relation significant. Tol. (Tolerance) shows the measure of and multicollinearity”.

The table below present the summary of the regression analysis for hypothesis 1 to 4 i.e. TQM effects the customer satisfaction in three star hotels of Lahore.

The regression analysis concerning all the dimensions and predecessor individually is discussed in the table below.

| Independent Variables | B | Beta | t | Sig. | Hypothesis | Result |
|------------------------------|----------|-------------|----------|-------------|-------------------|---------------|
| Employees Training | 0.542 | 0.639 | 7.801 | 0 | H1 | Accepted |
| Process Management | 0.557 | 0.553 | 6.218 | 0 | H2 | Accepted |
| Employees Communication | 0.754 | 0.674 | 8.565 | 0 | H3 | Accepted |
| Leadership and Management | 0.69 | 0.587 | 6.810 | 0 | H4 | Accepted |

Table 6 Regression Analysis

In the above-described summary, the hypothesis H1, H2, H3, H4 represents the respective relationship of employee’s training, process management, employee’s communication and leadership and management of TQM on customer satisfaction.

In the beginning of the research, it was hypnotized that the supposed independent variables must have a positive impact on the dependent variables. After the regression analysis, it is

presumed of the above results in the table that all the hypothesis are supported by the results. Recognizing the effect of the independent variables on the dependent variable, it's been signified that all the hypothesis have the beta value of above 0.500 which exhibits that all the hypothesis are actively supported. It can be inferred that TQM employees training, process management, employees communication and leadership & management are impact on customers satisfaction.

4.7. Results Summary

The section describes the statistics got from thirty three-star hotels of Lahore. The statistics discloses that many of the peoples related to the growing business of services section of Lahore. Mostly reply received from business personal and tourists. The four constructs and forty objects of the TQM effect were patterned its factor analysis by using Bartlett's test. The Cronbach's alpha express reading (0.855 to 0.952) the reliability of the selected objects. The exploratory factor analysis was done to validate the unidirectionality of the constructs. Proposed four hypotheses are strongly satisfied the relation with customer satisfaction.

The summary of the hypothesis is presented in the below table. .

| Hypothesis | Results |
|--|----------|
| H 1: Improvement in employees training (ET) positively impacts the customers satisfaction (CS) by visiting three star hotels in Lahore. | Accepted |
| H 2: Improvement in the process management (PM) can enhance the customers satisfaction (CS) by visiting the three hotels in Lahore. | Accepted |
| H 3: Communication among employees (EC) can enhance the customers satisfaction (CS) by visiting three star hotels in Lahore.. | Accepted |
| H 4: There exists a significant relationship between leadership & management (LM)and customers satisfaction (CS). | Accepted |

Table 7 Hypothesis Test

As shown in results “TQM employees training, TQM process management, TQM employees communication and TQM leadership and management” significantly affect the customers satisfaction.

Chapter 5

Summary And Conclusions

5.1. Introduction

The portion divided into two portions, in first portion discussed the summary of the study and the second portion have conclusion. The similar method, debate and suggestion, constraint and upcoming study proposal of this study has completed.

5.2. Summary of the Research

Massive progress of total quality management tools and systems since 1980's and diverse world famous businesses are pamper the application TQM in respective firms. Meanwhile, there are huge numeral research's conducted in one and half span of time. The scholar has used several descriptions of TQM and used four constructs to measure the effect of TQM on customer's satisfaction. the outcomes revealed constructive relation among the constructs of total quality management and its effect on customer's satisfaction. additionally, there has not been conducted any study about the effect of TQM constructs on customer's satisfaction of hotel industry of Pakistan. The ground was founded on to studied the below points,

I. To examine the effect of TQM constructs on the customer's satisfaction in the hotel business.

Important constructs of TQM effect on customer's satisfaction for this research

Employees Training

Process Management

Employees Communication

Leadership & Management

The below two study questions were designed to grasp the objectives of this study.

R.Q.1. Is there exist a relationship between TQM constructs and customers satisfaction in the hotel industry.

The widespread literature review were done to get the answer to the designed questions.

The thought and philosophy specified by the experts of quality Mr. Deming, Juran, Crosby, Ishikawa and Feigenbaum was trailed. The constructs finding on basis of quality experts philosophies and twenty experiential studies. Overall on the ground of review of the literature four constructs of TQM effect were found for the study.

One representation of TQM application and effect was confirmed. Representation contain four hypotheses, to check the customer's satisfaction relationship. forty objects were nominated to measure the TQM application. Total questionnaire's 250 were dispersed in the thirty three-star hotels of Lahore. The hotels choice was done on the base of the services they offer to the customer's. 92 questionnaires were reimbursed out of 250 questionnaires. Accuracy base select the 90 questionnaire for analysis. The statistics remained studied by using SPSS. Initially demographics analyzed and is tracked by the summary of forty objects. Check the reliability of the constructs and observe all objects were reliable. By using similar technique objects validity were checked by the means of exploratory factor analysis. Factor analysis performed by using Bartlett's test for Sphericity. After that proposed four hypothesis were checked and found strong relationship with customer's satisfaction. The regression analysis validate the hypothesis.

The review of literature and its relative study provide the awareness on the TQM application and constructs, which provide the response to the first question answer of the proposed research questions. The second research question which defines the proof of the

hypothetical characteristics with the relationship among the constructs of TQM application and the effect on customer's satisfaction.

5.3. Conclusion

Firstly the conceptual structure was designed on the foundation of hospitality business of Pakistan as well as on the city of Lahore . Test the TQM constructs reliability and validity after application and its effect on customers satisfaction. scholar can be used to quantify the effect of "TQM" constructs application. The additional study of the designed structure provides the below decisions. TQM application has constructive relationship with the customers satisfaction.

The structure reflects that the, the training of the employees, good management of the process, employees communication and leadership & management has constructive effect on the satisfaction of the customers. The structure can be applied to three star hotel industry of Lahore as well as Pakistan to improve the TQM application effort.

5.4. Limitations

The experiential study has been complete on the foundation of statistics found from 90 questionnaires filled by the customers of three-star hotels of Lahore on the base of critical selection. Thus the overview might be partially limited. Resulting the customers satisfaction cannot be measured directly due to time limitation.

5.5. Future study

The study discovers the TQM constructs application and its effect on customers satisfaction. Thus, comparatively high evaluation data study on TQM application is the opening situation of the imminent study. To validate the findings of the research

duplication of the study would be supportive with the more sample size. Structural Equation Modeling (SEM) can be used to tap the unobserved variable. The structure and current research relationship of the constructs will be used to check the behavior of other cities three star hotels either connections goes in the same direction or not. To validate the established relationship by experiential study researcher can be use the physical discussion and case study.

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