

Benefit of Total Quality Management (TQM) In Novotel Bangkok Platinum Hotel and Its Effects on Hotel Performance

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Abstract: The performance of TQM Hotels and Non TQM hotels is measured comparing statistically two major performance indicator Employee satisfaction and Operational effectiveness. To establish a link between TQM and performance and showing the need for the adoption of total quality culture in Novotel Bangkok Platinum Hotel. The purpose of this thesis is to highlight the benefit of TQM implementation in the hotel industry by examining the basic principles of TQM. The impact of TQM implementation of the two performance indicator will be assessed. Quantitative and qualitative method was used. Primary data is collected from the Novotel Bangkok Platinum Hotel by questionnaires and interview. Secondary data is gotten from articles, journals and online resources. The theory section looks at different concepts of quality as defined and viewed by various authors. Also the benefits and hindrances of TQM implementation were reviewed. The researcher have used ANOVA model to measure the difference of TQM hotel and Non-TQM hotel using the two performance indicator. The research findings confirmed the benefits that ensue from the implementation of TQM. It showed that TQM is a strategic tool industry can employ in the quest to remain competitive. It was also discovered that for the TQM to be properly implemented, everybody in the organization must be involved from the management to the employees and even the customers.

Keywords: TQM, Employee Satisfaction, Effective Operation.

1. INTRODUCTION

Total Quality Management (TQM) is a management philosophy which focuses on the work process and people, with the major concern for satisfying customers and improving the organizational performance. The Total Quality Management (TQM) methodology can help organizations to achieve business excellence by improving customer satisfaction (both internal and external), cost effectiveness and competitive advantage (SME Toolkit, 2011). This methodology is useful for the hospitality industry. In a hotel, any quality problem will induce guest complaints; the impact is direct and immediate without any time delay. Also, a hotel serves human beings and no two people are alike. People have different preferences and requirements which makes it more difficult to control quality in a hotel. For successful TQM practice, organizations have to integrate the quality management into the business strategy and to align the goals both horizontally and vertically throughout the various levels within the organization. Nowadays, almost all hotels focus on quality management to improve their business. Oakland (2003) emphasizes that TQM is about teamwork; every functional department must work cohesively together and support each other in order to achieve business excellence. The effectiveness of teamwork determines the success of TQM in each hotel; this is why some hotels have better performance than others.

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1.1 Objective and Scope of the Research:

The main objective of this research is to highlight the benefit of TQM implementation in the Novotel Bangkok Platinum by examining the basic principles of TQM. It will thus compare and contrast the performance of TQM Hotel by measuring statistically two major added values namely-

- Employee satisfaction
- Operational effectiveness

The outcome of these comparison if positive, will show the need for benchmarking by the TQM Hotels, in other to derive the value created by its implementation, if not the researcher will assess the problems associated with the implementation of this ideology by the TQM Hotels by drawing inferences from the various interviews conducted outside the use of data gathered from the questionnaire.

To achieve the objective, the study intended to find answers to the following questions:

1. Does TQM will give a higher degree of employee's satisfaction in the context of Novotel Bangkok Platinum?
2. Does TQM approach will give a greater operation performance in the context of Novotel Bangkok Platinum?

2. LITERATURE REVIEW

This chapter reviews the concept of quality by assessing the various definitions and views of numerous authors. A general frame work of what quality is all about is discussed under the elements of quality. Since the research is more concerned about the effects of TQM on service quality, the literature also looks at the concept of service and service quality and how it is been assessed by the organization and the customers alike. The road path to TQM implementation follows the concept of service quality, where the various stages and characteristics of these stages are discussed.

Table 1: The stages of Quality management and Characteristics

| | |
|---------------------------------|---|
| TOTAL QUALITY MANAGEMENT | <ul style="list-style-type: none"> • Policy deployment • Involves suppliers and customers • Involve all operations • Process management • Performance measurement • Team work • Employee involvement |
| QUALITY ASSURANCE | <ul style="list-style-type: none"> • Quality system development • Advanced quality planning • Comprehensive quality manuals • Use of quality costs • Involvement of non-production operation • Failure mode and effect analysis |
| QUALITY CONTROL | <ul style="list-style-type: none"> • Develop quality manuals • Process performance data • Self-inspection • Product testing • Basic quality planning • Use of basic statistics • Paper work control |
| INSPECTION | <ul style="list-style-type: none"> • Salvage • Sorting, grading and re-blending • Corrective actions • Identify sources of non-conformance |

2.1 Quality management and Characteristics:

2.1.1 Total Quality Management:

According to Mohammed (2006), TQM is an effective system for integrating the quality development, quality maintenance and quality improvement efforts of various aspects of a system so as to enable services at most economical level and derive full satisfaction. Oakland (1989), describes TQM as an approach to improve competitiveness efficiently and flexibility for the whole organization.

2.1.2 Quality Assurance:

According to Dale et al, ((a) 1994), quality assurance is a prevention based system, which improves product and service quality with increased productivity by placing the emphasis on product, service and process design. The quality assurance philosophy opined that quality is created in the design stage and not the control stage and that problems associated with quality are caused by poor process design.

2.1.3 Quality Control:

Juran (1988) defined quality control as the regulatory process through which we measure that actual quality performance, compare it with standards, and act on the difference. It is a more sophisticated management tool aims at preventing goods and services which do not conform to basic requirements from getting to the final consumer. Quality controls are operational techniques and activities that are used to fulfill quality requirement (ISO 8402, 1994).

2.1.4 Inspection:

Inspection is an efficient and effective way of discovering defects in services and products. According to Deming (1986), 'inspection with the aim of finding bad product and throwing them out is too late, ineffective and costly'.

2.2 Major Principal of TQM:

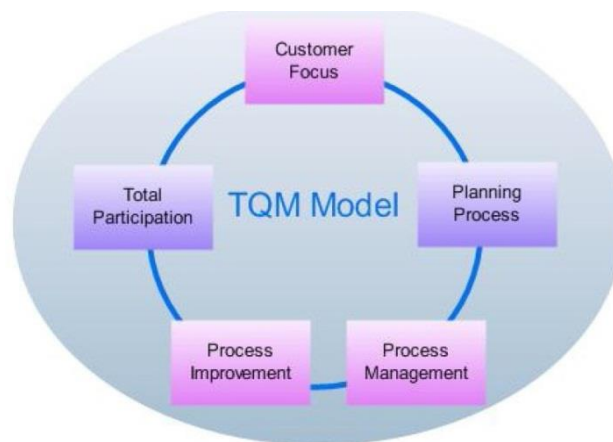


Figure 1: Basic TQM Model

The simplest TQM model is shown in the figure 1. In the beginning of this model we should understand customer needs. Implementation of TQM mainly consists of the set of processes which continuously collect data, analyses and act on customer information. TQM Activities are also extended to understanding of nature and behavior of competitor's customers. Developing a proper and systematic understanding of customer needs helps TQM organizations to predict behavior of future customer. Prime focus of TQM organizations is to integrate customer knowledge with other information available and effective use of the planning process to develop action plan throughout the organization to manage day to day activities and make efforts to achieve future goals. Business Plans are to be reviewed at regular intervals and are to be adjusted as per requirement. First phase of Implementation of TQM is the planning process, which acts as a glue that holds together all TQM activity. TQM organizations clearly understand that customers can only be satisfied if they consistently receive products and services meeting their requirements. Products / Services are delivered when expected and are priced for value. TQM organizations are using techniques of process management to develop cost controlled stable and capable processes meeting customer expectations In TQM System it, Process improvement is even applied. The most important and final element of the TQM model is total participation of all the employees.

2.3 Six C's of TQM:

For proper implementation of a TQM following Six Cs are required

1. COMMITMENT: All employees of the organization must have quality improvement commitment. If a good TQM culture is to be developed in the organization, then quality improvement should become a normal part of everyone's job, a clear support and commitment from the top management must be provided.



Figure 2: 6 C's of TQM

2. CULTURE: Organization must develop and follow a modern culture for quality improvement on a regular basis. Training on regular basis is very essential for bringing a change in culture and attitudes. Management accountants, too often associate 'creativity' with 'creative accounting' and associated negative perceptions. It can be changed to encourage individual contributions and to make 'quality' a normal part of everyone's job.

3. CONTINUOUS IMPROVEMENT: There must be continuous improvement in all policies, procedures and activities laid down by top management for the company. Recognition that TQM is a 'process' not a 'programme' necessitates that we are committed in the long term to the never-ending search for ways to do the job better. There will always be room for improvement, however small.

4. COOPERATION: Cooperation among employee and experience of employees must be utilized for improving strategies and enhancing performance. The application of Total Employee Involvement (TEI) principles is paramount. The on-the-job experience of all employees must be fully utilized and their involvement and co-operation sought in the development of improvement strategies and associated performance measures.

5. CUSTOMER: In practice, TQM implementations focus entirely on the external customer to the exclusion of internal relationships; they will not survive in the short term unless they foster the mutual respect necessary to preserve morale and employee participation.

6. CONTROL: There must be effective control for monitoring and measuring the real performance of the business. Documentation, procedures and awareness of current best practice are essential if TQM implementation is to function appropriately.

2.4 Theoretical Framework:

"A theoretical frame work is a conceptual model of how one makes logical sense of the relationship among the several factors that have been identified as important to the problem"(Sekeran, 2003).

2.4.1 EFQM (European Foundation Quality Model):

According to Dubas and Nijhawan (2005), the European Foundation Quality Model (EFQM) Excellence Model is a non-prescriptive framework based on nine criteria. Five of these are 'Enablers' and four are 'Results'. The Enabler criteria cover what an organization does. The Model is based on the premise that: Excellent results with respect to Performance, Customers, People and Society are achieved through Leadership driving Policy and Strategy, that is delivered through People Partnerships and Resources, and Processes. The EFQM Excellence Model is depicted below in Figure 3.1.

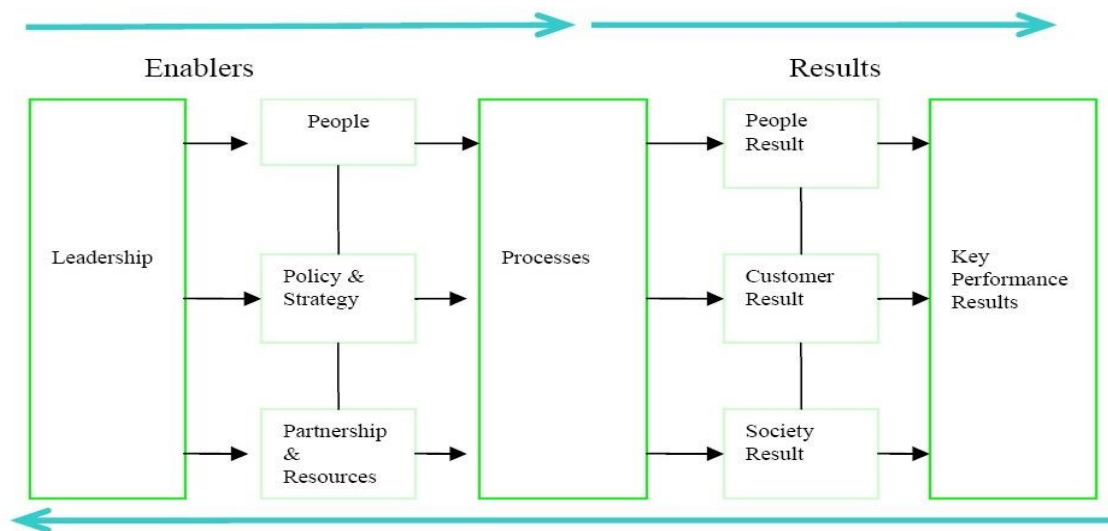


Figure 3: The EFQM Model

The EFQM model is based on the idea that customer satisfaction, people satisfaction and impact on the society are achieved through the leadership driving policy and strategy, people management, resources and processes, leading ultimately to business results. Organizations that are characterized by a relatively high degree of customer and employee satisfaction are believed to have a positive effect on society, will excel and achieve business results (Porter and Tanner, 1996).

Enablers:

- **Leadership** - The driver of the business who gives direction to business objectives, it is concerned about how the top management inspire and drive total quality as a vital process for continuous improvement.
- **People management** - This involves how the company harnesses the potential of her employees in order to improve the business continuously. With EFQM covering training, evaluation, effective human resources development, team work, empowerment, rewards and recognition. It ensures the effective development of people's skill, time and effort.
- **Policy and strategy** - How the firm's policy reflects the concept of total quality and how this principle is being used to determine improvement strategy. It covers product, service quality and organizational policy and strategy.
- **Partnerships and Resources management** - This involves how the resources of the company are disbursed to support quality initiatives. Active encouragement of supplier partnership is given, with emphasis on mutually beneficial relationships. On resources, the facilities need to be maintained for capability, and materials should be conserved.
- **Processes** - The efficient managing of processes to ensure that business objectives of value creation are achieved. It involves identifying and reviewing the processes involved in production so as to deliver the organization's strategy.
- **Employee Result** - People are supposed to be adequately surveyed, with ideas such as team briefings and suggestion schemes incorporated.
- **Customer Results** - This is external customer's perception of the company's product. This requires evaluation of customer satisfaction through surveys and interviews. Loyalty and market share are measures.
- **Key Performance results** - What the company is achieving in relation to its planned business. EFQM requires a "balanced scorecard" type approach, as well as cost of quality, product and process measures.

2.5 Conceptual Framework:



Figure 4: Conceptual Framework

2.5.1 Employee Satisfaction:

Employee satisfaction is defined as the combination of affective reactions to the differential perceptions of what he/she wants to receive compared with what he/she actually receives (Cranny, Smith, & Stone, 1992). In the hospitality industry, which is characterized by a substantial level of contacts with customers, employees play a rather crucial role in creating customer satisfaction, through their service delivery approach. TQM is the empowerment of employees, in an attempt to generate improved individual and organizational performance and also to help employees achieve certain personal goals by giving them the rights to participate in the decision making process and allowing them have control of their immediate job environment (Seibert et al, 2004). Past findings have shown that empowerment programs provide employees with a positive experience thus leading to greater employee satisfaction (Seibert et al, 2004). Thus this research will find out if empowerment, through delegation of Management in the Novotel Bangkok Platinum leads to greater employee satisfaction.

Hypothesis 1: TQM Hotel will have a higher degree of employees' satisfaction than Non TQM Hotel

- **H1** - There is a significant difference in employee satisfaction between TQM Hotel and Non TQM hotel

2.5.2 Operational Effectiveness:

Sila, (2007) pointed to the fact that suppliers involvement in the overall process of quality improvement have a major role to play in the overall effectiveness of operations. Others pointed to the fact that continuous improvement, a major tenet of TQM leads to efficient operation According to O'Brien and Voss, (1992), quality depends on broad base employee involvement and commitment. The principles of TQM such as employee involvement, improved communication and team work brings about effective operation, this in turn creates a better quality service delivery which creates customer satisfaction. 'According to Muhleman et al, (1992), for an organization to be truly effective, every single part of it, each department, each activity and each person and each level, must work properly, together, because every activity affects and in turn is affected by others'.

Hypothesis 2 – Hotels adopting TQM approach will have greater operational performance than Non TQM Hotels.

- **H1** - TQM Hotels are more effective in their operation than non-TQM Hotels.

2.6 Benefits of TQM Implementation:

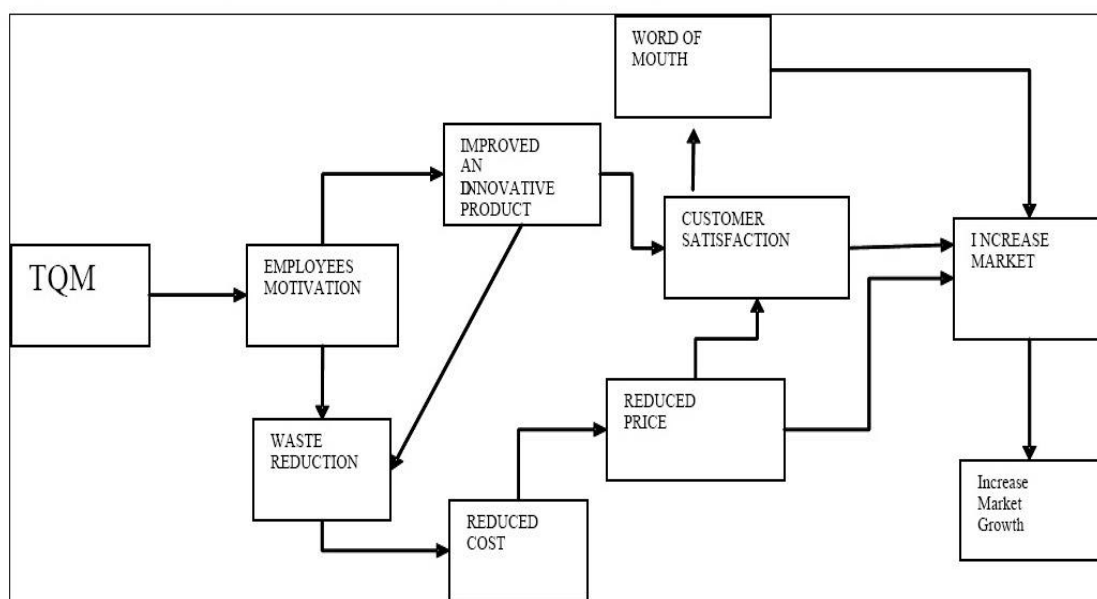


Figure 5: An adaptation of the effect of quality management

The implementation of TQM ensures that every worker in the organization does his work with quality the first time, thus improving the efficiency of operation and avoiding some cost associated with waste. Implementation of TQM further ensures that organizations change how they perform activities so as to eliminate inefficiency, improve customer

satisfaction and achieve the best practice (Porter, 1996). According to Sila (2007), TQM helps in improving the quality of products and also reduces the scrap, rework and the need for buffer stock by establishing a stable production process. According to Sila (2007), TQM can minimize the total cost of production through 'sole sourcing'. Kaynak (2003), suggested that the effectiveness of TQM organizations should be measured by the degree of integration with their supplier bases because supplier quality management is a critical component of TQM.

2.7 Overview of Novotel Bangkok Platinum:

This part reviews the Novotel Bangkok Platinum hotel quality performance. It also reviews how Novotel maintain the quality, roles and responsibility of Green Team (TQM) and how they support the overall quality performance.

Located in Bangkok's fashion district, Novotel Bangkok Platinum is situated above Platinum Mall, a few minutes' walk from Central World Shopping Center, Siam Square, MBK, Platinum market and BTS stations. Blending comfort and technology, the hotel is the perfect choice for your next holiday or business trip. Featuring 283 well designed rooms, the hotel offers two bars and one restaurant, five multi-purpose meeting rooms, free Wi-Fi. Internet, swimming pool, fitness center and indoor car park.

Table 2: Novotel Green team (TQM) role and responsibilities

| Roles and responsibilities | Responsibilities |
|--|--|
| Preventive maintenance | <ul style="list-style-type: none"> • Provide proper lighting, comfortable air-conditioning, clean water supply, vertical transportation; • Maintain a cozy and warm atmosphere for hotel guests with contemporary decoration; • Minimize interruption to guest comfort due to the suspension of building facilities; • Sustain customer satisfaction and value for money; • Support other departments' productivity; • Enhance safety; Enhance the property value; and, • Increase the return on investment for the building owner. |
| Health and safety policies | <ul style="list-style-type: none"> • Ensure occupant safety, guests feel safe to stay; • Enhance readiness for crisis management such as earthquake, power outage, water flooding...etc • Ensure swimming pool water hygiene; Eliminate air-borne disease; • Promote safety awareness by conducting training, fire drill, evacuation and precautionary measures; Assist in food safety and hygiene; • Reduce staff accidents and injuries; • Minimize damages to the property; and, Avoid fatal injuries. |
| Energy conservation 'Going green' | <ul style="list-style-type: none"> • Promote a health environment by reducing pollution; • Suggest and select energy efficient products; • Promote brand image by going green; • Promote 'green' awareness; and, Save expenses by reducing energy consumption. |
| Control of expenses | <ul style="list-style-type: none"> • Budget and meet financial target; • Control utility expenses; • Reduce cost by value engineering; and, • Effective use of resources. |
| CSR | <ul style="list-style-type: none"> • Serve local community; • Promote brand image; guests feel good to stay with a good CSR hotel; and, Build corporate identity. |
| Project management | <ul style="list-style-type: none"> • Maintain 'contemporary' for hotel hardware; • Minimize disturbance by arranging proper construction time; • Meet budgeted cost and time; Control quality; and, Ensure construction site safety. |
| Management and leadership | <ul style="list-style-type: none"> • Achieve hotel and departmental goals • Achieve staff satisfaction; • Reduce turn-over rate; and, • Support career development. |

2.8 Novotel Performance measurement:

The performance measurements of Novotel Bangkok platinum are summarized in table 3

Table 3: Performance Measurement

| Performance Measurement for Hotel Department in Novotel Bangkok platinum | | |
|--|-----------|---|
| Measurement | Frequency | Criteria |
| Process management measures | | |
| Departmental audit. | Yearly | Compliance of company requirements. |
| ISO 14001:20004 audit. | Yearly | Compliance of environment conservation. |
| HACCP audit. | Yearly | Compliance of food safety. |
| Fire and Life safety audit. | Yearly | Measurement of safety readiness. |
| Work request response time. | Daily | Timeliness, integrity, predictability, customer satisfaction. |
| Fire and Life safety inspection. | Weekly | Identifying safety hazards. |

3. METHODOLOGY

The research approach for the research study is “ Descriptive Research” by using quantitative method. According to Patel and Davidson (1991), quantitative research methods are methods for analyzing numeric information in the form of statistical methods. A deductive method refers to the use of logic of a theory to generate prepositions or hypothesis that can be tested. It also provides the need to explain the benefit of TQM in hotel industry also required the collection of quantitative data as well. This involves testing the theories that already exists and these tests will be carried out through questionnaires.

The methodology of this research is broken down into the following framework-

- Research design
- Method of data collection
- Population and sample
- Method of data analysis

3.1 Research Design:

This research is carried out through survey method. In survey method research, participants answer questions administered through interviews or questionnaires. After participants answer the questions, researchers describe the responses given.

Open-ended questions allow for a greater variety of responses from participants but are difficult to analyze statistically because the data must be coded or reduced in some manner. Closed-ended questions are easy to analyze statistically, but they seriously limit the responses that participants can give. Many researchers prefer to use a Likert-type scale because it's very easy to analyze statistically. (Jackson, 2009, p. 89).

In order for the survey to be both reliable and valid it is important that the questions are constructed properly. Questions should be written so they are clear and easy to comprehend. Mainly, the researcher was chosen this technique for two reasons because it is least reliable design but normally the cheapest and easiest to conduct.

3.2 Method of Data Collection:

Both primary and secondary data sources were used to ask research questions. Secondary data is information collected by others for purposes, which can be different than those of the researcher. It is a synthesis of published and unpublished documents related to the research and it is of highly importance, as it comprises the logical framework of the research (Sekaran, 2003, Fink, 1995). Primary data is the information gathered directly from the researcher, when secondary data is not available or is unable to contribute meeting research objectives (Sekaran, 2003).

3.2.1 Questionnaires:

A questionnaire is a research instrument consisting of series of questions and other prompts for the purpose of gathering information from respondents. Most often it is designed for statistical analysis of the responses, (<http://en.wikipedia.org/wiki/Questionnaires>, last assessed 25/11/08). According to Sekeran, (2003), 'a questionnaire is a pre-formulated written set of questions to which respondents' records their answers, usually within rather closely defined alternatives'. A questionnaire was structured for this research (Appendix 1) and was administered to the Novotel Bangkok Platinum staff which includes also Housekeeping Front office, Engineering, Food and Beverage, security, Finance, Human resource staff. The choice of the questionnaire as one of the means of gathering data is borne out of the fact that it is cheap, do not require as much effort from the questioner as verbal or telephone surveys, not time consuming and often have standardized answers that make it simple to compile data It allows the respondents to supply answers that are confidential to them. (Sekeran, 2003). These questionnaires were handed directly to the respondents by the researchers which gave the researchers the privilege to introduce the topic and encouragement in answering the questionnaire. The questionnaire consists of four major parts, which focuses on the areas of interest of the research.

- The first part relates to the commitment of management to the implementation of TQM.
- The second part relates to employees satisfaction, the extent to which employees are motivated and encouraged in the implementation of TQM.
- The third and final part relates to factors responsible for effective or ineffectiveness operation.

In this research the researcher use closed ended Closed-ended questions. Closed-ended questions have a finite set of answers from which the respondent chooses. One of the choices may be "Other." It is a good idea to allow respondents to write in an optional response if they choose "Other." The benefit of closed-ended questions is that they are easy to standardize, and data gathered from closed-ended questions lend themselves to statistical analysis (Fink, 1995) to analyses the information gotten without difficulties using a 5 point Likert scale (The Likert Scale is an ordered, one-dimensional scale from which respondents choose one option that best aligns with their view).

3.3 Population and Sample:

Sample is defined as a portion or subset of the population, the size of which is determined by the type and objective of the study, as well as time and financial constraints (Fink, 1995). Sampling is divided into two main categories: probability and non-probability. In this research the researcher uses non-probability sampling method. Non-probability sampling strategy called convenience sampling. "A convenience sampling is available to the researcher by virtue of its accessibility" (Bryman & Bell, 2003, p. 105)

3.3.1 Population and Sample Size:

The population of the study was the employees of Novotel Bangkok Platinum. To calculate the sample size, the researcher takes total employee as the total population 382 employees. To find out the calculation of sample size researcher use sample size calculator by Creative Research System (<http://www.surveysystem.com/sscalc.htm>).

The image shows a web-based calculator titled "Determine Sample Size". It has the following fields and controls:

- Confidence Level:** Radio buttons for 95% (selected) and 99%.
- Confidence Interval:** A text input field containing the value "10".
- Population:** A text input field containing the value "382".
- Buttons:** "Calculate" and "Clear" buttons.
- Sample size needed:** A text input field containing the value "77".

Figure 6: Determine Sample Size

Research data were collected using the simple random sampling method. Assuming a 95% confidence interval and $e = 10\%$ margin of error, the sample size is calculated as $n=77$ (Kurtuluş, 2004: 187). The sample size is 77 after the calculation is given in figure 2.

4. DATA ANALYSIS

The analysis of collected data was carried out through various statistical techniques. A hypotheses testing is undertaken on the data to verify the dimensionality and reliability of the scale used to measure the employee satisfaction and effective operation. SPSS (Statistical Package for Social Science) Version 22 software packages were used in this Study.

Table 4. The frequency and percentage of respondents classified by Gender

| Gender | | Frequency | Percent |
|--------|--------------|-----------|---------------|
| Valid | Male | 34 | 48.57 |
| | Female | 36 | 51.43 |
| | Total | 70 | 100.00 |

Table 4 shows the gender distribution of the respondents, which is the sample group in this study. There are female respondents more than male respondents, a total of 34 male respondents or 48.57% and a total of 36 female respondents or 51.43%.

Table 5. The frequency and percentage of respondents classified by Age

| Age | | Frequency | Percent |
|-------|-----------------|-----------|---------------|
| Valid | Front Office | 22 | 31.43 |
| | House Keeping | 16 | 22.86 |
| | Food & Beverage | 7 | 10.00 |
| | Security | 4 | 5.71 |
| | Human Resource | 2 | 2.86 |
| | Marketing | 2 | 2.86 |
| | Finance | 4 | 5.71 |
| | Engineering | 13 | 18.57 |
| | Total | 70 | 100.00 |

Table 5 shows the different department of the respondents. As we know that the researcher distribute question to different department so for that reason this table shows that Front office (31.43%) , Housekeeping (22.86%) and Engineering (18.57%) employees have highest respond for the employee satisfaction and effective operation. In hotel industry every department is connect each other they work together. For the effective operation in hotel every department should work together

4.1 Test of the Hypotheses:

The SPSS (Statistical Package for Social Science) Version 22 methodology was used to test the hypotheses. Based on the values computed through the software it represent that the theoretical model fit the data well.

4.1.1 Employee satisfaction:

Hypothesis H_1 states that there is a significant difference in employee satisfaction between TQM Hotel and Non-TQM hotel. The hypothesis supported by the data because contribution to the employee satisfaction between TQM hotels has taken positive value (+ 0.000). Therefore developed hypothesis can be accepted. It means that there is a significant difference in employee satisfaction between TQM Hotel and Non-TQM hotel.

4.1.2 Effective operation:

Hypothesis H_2 states that TQM Hotels are more effective in their operation than non-TQM Hotels. The hypothesis supported by the data because contribution of the hotel employees and management for effective operation of TQM in hotel taken positive value (+ 0.002). Therefore developed hypothesis can be accepted. It means that TQM Hotels are more effective in their operation than non-TQM Hotels.

4.2 Results of the Analysis:

In this part of the study one-way ANOVA test were applied to determine whether there was a significant difference between TQM Hotel and Non-TQM Hotels and also TQM Hotels are more effective in their operation than non-TQM Hotels. As a result of the analysis the researcher find out that every department of Novotel hotel employees are part of TQM. They contribute for the effective operation in TQM. As we see those employees are satisfied with management so it means employee satisfied for that reason the Novotel have effective operation of TQM to maintain the quality. After analysis the result we see that every department of Novotel work together for effective operation of TQM. Novotel hotel is smoke free hotel and also find that significant difference between TQM hotel and Non TQM hotel. In table below show that's Novotel employee satisfied with management for that reason they work hard for effective operation of TQM. The result outcome is employee satisfaction is $.000 < 0.05$ less than 0.05 it means significant difference between TQM hotel and Non TQM hotel another result is effective operation of TQM in Novotel is $.002 < 0.05$ less than 0.05 it means Novotel is more effective in their operation of TQM.

Table 6. ANOVA Results According to Department

| | | ANOVA | | | | |
|-----------------------|----------------|----------------|----|-------------|-------|------|
| | | Sum of Squares | df | Mean Square | F | Sig. |
| Employee Satisfaction | Between Groups | 12.057 | 7 | 1.722 | 4.553 | .000 |
| | Within Groups | 23.455 | 62 | .378 | | |
| | Total | 35.513 | 69 | | | |
| Effective Operation | Between Groups | 7.013 | 7 | 1.002 | 3.683 | .002 |
| | Within Groups | 16.863 | 62 | .272 | | |
| | Total | 23.876 | 69 | | | |

5. CONCLUSION

The findings of this research attest to the benefits that accrue from the implementation of TQM. It has shown that it is a strategic tool for an organization to employ in the quest to remain competitive. If adequately deployed, the principle brings about added value to an organization in terms of efficiency in operation, employee satisfaction, customer satisfaction, and even profitability. The finding also revealed that the relentless pursuit of improvement in service delivery bring about added value to customers by making the organization focused on satisfying customer's needs, while team work and training empowers employees for the continuous improvement drive of the organization.

5.1 Recommendation:

It is recommended that a more studies should be carried out, which covers the whole departments of these Hotel to establish the effectiveness of the implementation of TQM in Novotel Bangkok Platinum, while using a representative sampling technique. Also, it will be of great benefit to ascertain the true perception of customers to service quality in Thailand as no prior research has been carried out in that field. This will give a clue to what the customers' desire most in terms of hospitality industry.

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