



**ADDIS ABABA UNIVERSITY**

**COLLEGE OF BUSINESS AND ECONOMICS SCHOOL OF COMMERCE**

**The Effects of Total Quality Management and Supply Chain Management on Service Delivery in Hotel: A Comparative Study of Selected (Ethiopia) Private and (Ghion) Government hotel.**

A Thesis Submitted to Addis Ababa University, School of Commerce in Partial Fulfillment of the Requirements for the Degree of Master of Business Leadership

By

Bertuga Bergena (GSE/5389/14)

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Addis Ababa, Ethiopia

## **Declaration**

I am Bertuga Bergena, the undersigned, declare that this thesis entitled “**The Effects of Total Quality Management and Supply Chain Management on Service Delivery in Hotel: Comparative Study of Selected Private (Ethiopia) and Government (Ghion) Hotel**”. is my original work and has not been presented in Addis Ababa university or any others University. I have carried out the study independently with the Guidance and support of the research Advisor Dr. Wasihun Mohammed (Ph.D.). All other contributors or sources used for study have been duly acknowledged.

**Bertuga Bergena**

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\_\_\_\_\_

**Signature**

**Date**

**Confirmation by advisor**

**Dr. Wasihun Mohammed (Ph.D.)**

\_\_\_\_\_

\_\_\_\_\_

**Signature**

**Date**

## CERTIFICATE OF APPROVAL

This is to certify that Bertuga Bergena research work on the thesis entitled **“The effects of total quality management and Supply Chain Management on service delivery in Hotel: Comparative Study of Selected Private (Ethiopia) and Government (Ghion) hotel”**. submitted in partial fulfilment of the requirements for the degree of Master of Business Leadership of the Postgraduate Studies, Addis Ababa University school of Commerce and is a record of original research carried out by Bertuga Bergena (GSE/5389/14), under my supervision, and no part of the thesis has been submitted for any other degree or diploma. The assistance and help received during this Assessment have been duly acknowledged. Therefore, I recommend it to be accepted as fulfilling the thesis requirements.

The project paper is submitted for Examination with my Approval as a university advisor.

Advisor’s Name

Dr. Wasihun Mohammed (Ph.D.)

\_\_\_\_\_

Signature

\_\_\_\_\_

Date

## CERTIFICATE OF APPROVAL

Submitted in partial fulfillment of the requirements for the degree of Master of Business Leadership, the undersigned has examined a thesis entitled **“The effects of total quality management and supply chain management on service delivery in Hotel: A comparative study of selected private (Ethiopia) and government (Ghion) hotel”**. Bertuga Bergena is presented as a candidate for the degree of Master of Business Leadership and hereby certifies that he is eligible for admission.

### Approved by Board of Examiners

Internal examiner:

\_\_\_\_\_

External examiner:

Signature

Date

\_\_\_\_\_

Dean:

Signature

Date

\_\_\_\_\_

Signature

Date

Advisor:

\_\_\_\_\_

Signature

Date

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## **LIST OF ACRONYMS**

**ANOVA**-Analysis of Variance

**F&B**-Food and Beverage

**GDP** -Gross Domestic Product

**HTI** -Hotel & Travel Consultants International

**ISO**- International Organization for Standardization

**SERVQUAL**- Quality service delivery

**SOPK**--System of Deep Learning

**SPSS**-Statistical Package for the Social Sciences

**TF**-Tourism Fund

**TPA** -Tourism Professional Association

**TQM**-Total Quality Management

**TRA**-The tourism regulatory body

**HOD**-Head of HOD department

**SD**-Standard Deviation

**UNWTO**-World Tourism Organization

## ABSTRACT

*The main objective of the study was to assess “The effects of total quality management and Supply Chain Management on service delivery in hotel: A Comparative Study of Selected Private (Ethiopia) and Government (Ghion) hotel” is investigated. Supply chain management practice is one of the functions accomplished in the company among other practices. The research model is drawn from the literature review section and some empirical studies. The target population of this study was 485 selected employees, Sampling technique of this study was Measurements of a portion of the population and Sampling Size Determination of this study used (Yemane, 1967) calculation formula used for both (Ethiopian hotel) private and (Ghion) government hotel industry. To achieve the above objectives, primary data was collected through questionnaire to the employee of the hotels, different hotel officials and the guest of each hotel for elicited their opinions and idea and through questionnaire for Addis Ababa Gihon and Ethiopia hotel area employer and Secondary data from journals, articles, newspaper, internet, books ,Hotel manuals and different work format was referred for further triangulation of the data sources was referred for further triangulation of the data sources. The study used Descriptive and explanatory research design to gain better understanding, Mixed Research Approach to inquiry involving collecting both quantitative and qualitative data, integrating the two forms of data, and using distinct designs that may involve philosophical assumptions and theoretical frameworks and SPSS-version 27 for data analysis to determine the relationship and the effect of two variables. Finding showed that supply chain management has statistically significant effect on service delivery in Ethiopia hotel (private) than Ghion hotel (government). The other findings of the study were TQM practices, which take note of the importance of continuous training of staff, giving priority to customer needs and the need for top management leadership in the adoption and execution of TQM Ghion hotel (government) has more practiced than Ethiopia hotel (private). Therefore, the study recommends that SCM is highly important to Addis Ababa Ethiopia hotel (government) need to give high emphasis on it. The company must give priority to quality and cost efficiency of the service delivery for better profits. The company as much as possible should work for further enhancement of the management of the supply chain activity.*

**Keywords:** *Hotel Industry, Supply Chain Management SCM, Total Quality Management TQM, Service Delivery and Firm Competitiveness*

# **CHAPTER ONE**

## **INTRODUCTION**

The chapter gives an overview of the research work. It introduces the general topic, defines specific problems in the research, explains the research objectives and questions, and explains the significance of the study. The background illustrates why further research on this issue is necessary. Finally, it outlines the structure of the paper, preparing the reader for the content below. In general, the introduction sets out the full content and importance of the research problem.

### **1.1. BACKGROUND GROUND OF THE STUDY**

The history of the hotel industry is rich and varied, having started out as inns and lodges before evolving into the hospitality industry (Michael L. Kasavana and Richard M. Brooks, 2001) numerous changes in the industry of tourism in the world brought many changes in the field of hotel business. This indicates, the expansion and development of travel has contributed a lot to the development of hotel industry. Along with expansion and development of these industries in the world, there has been increasingly expanded and developed more in Ethiopia.

Many different services must be performed in a hotel to satisfy guests' needs. Failure to provide even a seemingly inconsequential service, or failure to maintain the standards of the service that are provided, can often result in a dissatisfied or, just as bad, an indifferent guest(ibid).

The competition facing service providers now is the fiercest yet. with all the benefits it might bring for competent Companies. In an era of increased competition, the importance of achieving high levels of performance in service delivery and customer satisfaction has gained the attention

of researchers and practitioners. This is especially the case in the service sector, where many companies are focusing upon service excellent improvement issues to drive high levels of customer Satisfaction and loyalty. When dealing with people, as the old song says, “Letting things mean a lot.” That is all the important when providing people with personal things, such as beds, bathrooms, and food. Furthermore, hotels need the cooperation of a large and diverse group of people to do it (R.K. Malhotra, 2002 and Eddystone C. Nebel , 2002).

The hotel industry was dealing with the rapid rise of online travel agencies (OTAs) and meta-search websites, which were severely altering traditional hotel distribution and pricing strategies (long, C. Y., Boon-itt, (2011). , 2011). In response, many hotel chains concentrated on improving their digital presence and loyalty programs to compete for direct reservations from consumers and restore control of their distribution channels (Cornell University, 2011). To boost growth and diversify their portfolios, hotel corporations investigated new brand segmentation methods and pushed their expansion into growing markets such as China and India.

### **1.1.1. BACKGROUND OF GHION HOTEL**

The government owns the (Roehl, W. S., 2010) Addis Ababa; a four-star hotel has a significant presence in the Ethiopian hotel business. Its origins can be traced back to the reign of Emperor Haile Selassie I. According to the hotel's profile, Emperor Haile Selassie, 1937), I ordered the construction of a palace in the shape of a living house for his son Leul Sahle Selassie in the Filwuha neighborhood, which became the Ghion hotel. Later, it was decided to operate as a guesthouse and was named the Ghion Imperial Hotel. Until 1962, the hotel was managed by foreigners and overseen by the Board. Ghion Hotel took over management of several hotels in 1967. Due to the government's privatization strategy, several of these hotels were transferred to

private ownership, and the hotel now only has four branches. The hotel offers four main bars and restaurants that provide both national and foreign food and beverages, 195 guest rooms with varying views and statuses, and seven meeting halls. In terms of recreation facilities, the hotel has an Olympic-sized swimming pool with many customers, an over-sized wedding garden that is used for various wedding ceremonies and music concerts, various business centers, beauty salons, a larger parking area, children's games, fitness centers, and other amenities. There are approximately 440 permanent employees Ghion Hotel Profile, 2009 E.C.

### **1.1.2. BACKGROUND OF ETHIOPIA HOTEL**

The Ethiopia hotel is a wonderful example of a modern hotel with traditional charm. The hotel is fully equipped to make you feel at home, with tastefully decorated rooms and all the conveniences of today. Along with Ethiopian food, customers can enjoy specialized meal options and other world cuisine. The hotel features 50 unique guest rooms, nine different-sized and shaped halls that can accommodate weddings, conferences, workshops, and birthday parties, as well as restaurants, bars, and cafes. Parking is also available. Due to its handy location near all enchantment amenities, this facility enables visitors to plan trips and make reservations through the operator (Ethiopia Ministry of Culture and Tourism, d. D), Ethiopia hotel Profile, 2007 E.C).

## **1.2. STATEMENT OF THE PROBLEM**

Studies have concluded that adequate TQM implementation contributes to Quality delivery. Rugen do (2012) find that senior management commitment is one of the most critical criteria in the performance of overall TQM in banks in Nairobi County, Kenya. In a study to establish the relationships between management perception and quality service delivery in the hospitality industry, (Lacle, R. (2013). , 2013) concluded that effective management of quality service

delivery is depends on the level of dedication that management is willing to put into understanding the needs of customers. Tourism's comparative advantage can typically help developing countries generate foreign cash more quickly and easily than products.

The government gives special attention by stating its vision. “The long-term vision of the government is to make Ethiopia one of the top ten tourist destinations in Africa by year 2020”. (Source: - “Ethiopian ministry of culture and tourism”, 2008). Following these recently many stars rated, and basic level hotels are built in the city by adopting the international hotel classification system in Ethiopia. So, the ministry of culture and tourism sets standards of tourism services competence accreditation for star rated hotels. Accordingly, hotel industries have high impact in achieving this target by fulfilling this accreditation of star rated standards. But the fact is that the investors request license from investment office to build star rated hotel he wishes where he found lands and finished construction and finally consult the tourism office to get tax free equipment’s to use the government policies of encouraging the investment.

Literature indicates that companies are now seeking to integrate their decisions across the supply chain partners globally because of increasing awareness about the financial and nonfinancial impact of operation management of companies. In Ethiopia, the concept of operation management of the hotel industry its performance for improvement is at the infant stage except very few multinational and international companies investing in Ethiopia. According to my literature reviews, most of the research on effect of operation management was conducted on service companies in the developed countries and very few in developing countries, like Ethiopia. Specifically, the researchers conducted on the operation management practices and challenges on hotel industry were very rare in Ethiopia in particular. As a result, there was little insight about the performance of operation management in the hotel companies of Ethiopia. This

knowledge gap in the subject of this thesis in this competitive industry caused the researcher to incline for conducting this research study. The hugely awaited star-rating program led by a team of assessors from the United Nations World Tourism Organization (UNWTO) has been revealed leaving operation management performance. This shows that Addis Ababa hotel is facing problems. Among the major problems for the poor performance of this hotel, therefore this research seeks to bring the effect of TQM on hotel service delivery. So, this research was tried the effect of management practices on service delivery of a comparative way of selected (Ethiopia) private and (Ghion) government hotels.

### **1.3. RESEARCH QUESTIONS**

To address the identified problem, the following basic research questions were developed accordingly.

1. What are the practices and challenge of total quality management in private (Ethiopia) and government (Ghion) hotels?
2. What are the practices and challenge of Raw material Supply chain management in private (Ethiopia) and government (Ghion) hotels?
3. What are the practices and challenge of quality service Delivery and Customer management in private (Ethiopia) and government (Ghion) hotels?

## **1.4. OBJECTIVES OF THE STUDY**

### **1.4.1. GENERAL OBJECTIVE**

The research aims to assess the effects of total quality management and supply chain management on service delivery of the hotel industry: a comparative study of selected (Ethiopia) private and (Ghion) government hotel.

### **1.4.2. SPECIFIC OBJECTIVE**

The study was tried to address the following objectives in comparative way of a comparative study of selected (Ethiopia) private and (Ghion) government hotel.

- I. To assess the Total quality management practices and challenge in private (Ethiopia) and government (Ghion) hotels.
- II. To Investigate the Raw material Supply chain management practices and challenge in private (Ethiopia) and government (Ghion) hotels.
- III. Analyze of quality service delivery and customer management practices and challenge in private (Ethiopia) and government (Ghion) hotels.

## **1.5. SIGNIFICANCE OF THE STUDY**

The study has the following significances.

- ✓ For hotels, it provides crucial insights into the best practices, challenges, and unique characteristics of service delivery across both private and government-owned establishments, informing hotel managers on how to optimize operations and management to improve customer satisfaction and strengthen their competitive position.

- ✓ For the government, the research offers recommendations that can guide the development of supportive policies, regulations, and frameworks to foster the growth and sustainability of the hospitality sector.
- ✓ For researchers, the study adds to the body of knowledge on service delivery performance in the hotel industry, particularly in a developing nation like Ethiopia.
- ✓ Furthermore, the research provides industry-wide insights that may be applied by hotel operators and stakeholders outside the specific setting, benefiting the whole hospitality industry.

## **1.6. SCOPE OF THE STUDY**

The scope of this study is limited to in-bound total quality management practices on service delivery in the total quality management (TQM) and supply chain management (SCM) in General overview in Ethiopia focuses on Government (Ghion) and private (Ethiopia) hotels. This study is limited to supply chain management (SCM) with service delivery and customer management. The study area scopes are service quality comparative way of selected (Ethiopia) private and (Ghion) government hotels.

## **1.7. LIMITATION OF THE STUDY**

The study admits that this thesis also faced the following limitations. First off, the study's focused only on limited variables mentioned above and there are other variables to measure the performance of operational management practices. Second, this study does not comprehensively capturing all aspects of practices as applicable to the hotel, rather it may make emphasis in assessing the effect of in-bound practice of the hotel service delivery from the perception of the employees. Furthermore, the other limitation of the study may be though the unit of analysis was

not departmental functional unit and marketing department of the hotel, the study was purely conducted based on the responses obtained from the employee of the hotel it assumed those perspectives. Finally, the study's temporal scope is limited to 2024, which is only a period. The hotels' performance and operational difficulties may have evolved over a longer time. Further research may examine a broader range of parameters, consolidate data from many sources, and widen the geographical and temporal reach to provide a more complete picture of the Ethiopian hotel business and other similar circumstances. The limitations of this study must be considered when interpreting and applying the results.

## **1.8. OPERATIONAL DEFINITION AND TERMS**

**Leadership:** influencing human beings to behave voluntarily in methods that lead to the achievement of organizational goals.

**Housekeeping:** The department is chargeable for keeping and cleansing rooms and public area in a hotel.

**Food and Beverage Department:** A department inside the Hotel that is mainly concerned in serving clients.

**Purchase specification:** A buy specification is a short description of the meals product that allows [the hotel] talk with the dealer.

**Hotel:** the home away from home, gives lodging, accommodation service and food and beverage services for customers or human beings far away from home.

**Star:** The celebrity refers to the extent of hotel assigned to their requirements and the level of numerous initiatives that offer stars.

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## **1.9. ORGANIZATION OF THE STUDY**

This research thesis has five chapters. The first chapter deals with research preliminaries including General background, statement of the problem, objectives of the study, scope of study, and outline of the paper. In the second chapter, a review of related literature is presented in a detailed manner. In the third chapter, the research design and methodology are discussed. The fourth chapter discusses the findings of the study. Based on the fifth chapter, conclusions and possible recommendations are made.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1. THEORETICAL REVIEW**

##### **2.1.1. INTRODUCTION**

Literature review is the process of amassing applicable data from diverse sources consisting of journals, articles, newspapers, internet, books, and so on. All records acquired in this chapter are secondary records. The studies will discuss operational management practice elements (Raw Material Supply Chain Management SCM, Total Quality Management and Quality Service Delivery) and demanding situations in Gihon and Hotel Ethiopia.

In addition, researchers take an overview of how to assess the effect of Operation management practice on service delivery in relevant industry and justify the hypothesis that formulated in chapter one. All selected assessments will be scientifically tested. Before concluding this bankruptcy, there are specific proposals related to the problems in Gihon and Hotel Ethiopia decided on based at the assessment of practical level in and applicable framework.

##### **2.1.2. DEFINITIONS AND CONCEPTS**

The hotel industry is an important part of the larger hospitality and tourist sector, providing travelers and guests with accommodations, housing, and a variety of other services (Brotherton, B. (2015). Hospitality and Hospitality Management. In The Sage Handbook of Hospitality Management (pp. 1-22). SAGE Publications Ltd.) The concept of catering to the wants and expectations of individuals or groups traveling away from their usual place of residence, whether

for business, leisure, or other reasons, is central to the hotel sector (Medlik, S., & Ingram, H., 2000). This industry includes a wide range of businesses, from tiny boutique hotels and bed and breakfasts to large-scale luxury resorts and international hotel chains. Hotels provide more than just lodging; they also provide food and beverage options, recreational facilities, business services, and concierge help, all with the goal of improving the whole experience and increasing customer satisfaction. This industry includes a wide range of businesses, from tiny boutique hotels and bed and breakfasts to large-scale luxury resorts and international hotel chains (Lashley, C., & Morrison, A. (2000). In *Search of Hospitality: Theoretical Perspectives and Debates*. Butterworth-Heinemann.). Hotels provide more than just lodging; they also provide food and beverage options, recreational facilities, business services, and concierge help, all with the goal of improving the whole experience and increasing customer satisfaction. The hotel industry's ability to adapt to changing consumer tastes, technical improvements, and industry trends is critical to retaining a competitive advantage and guaranteeing the sector's long-term viability (Buhalis, D., & Law, R. (2008). *Progress in information technology and tourism management: 20 years on and 10 years after the Internet—The state of eTourism research*. *Tourism Management*, 29(4), 609-623.). The hotel industry supports the tourism and hospitality ecosystem by facilitating people's personal and professional travel (Ramírez-Hurtado et al, 2021).

### **2.1.3. TOTAL QUALITY MANAGEMENT**

The concept of TQM as a productivity and quality improvement strategy in the early (Edward Deming, Kaoru Ishikawa and Joseph Ushered, 2011), after its success in Japanese companies in strengthening their competitive edge (Samat, N., Ramayah, T., & Saad, M., 2006) (Nyakudya, 2011). Today's customers are demanding higher quality products, be it in the manufacturing or

service sector (Magutu, Mbeche and Ombati, 2011). TQM as a management approach is viewed globally as a tool that influences quality service delivery to the extent that organizations have started investing in TQM to respond to the current Ethiopia competition and to satisfy quality-conscious clients (F., Rahman, Z., Qureshi, N. & Siddiqui, J., 2011). TQM has evolved in the recent past into a quality management system, a formal system that outlines processes, activities, tasks, and procedures to achieve goals on quality (Maoto, S., 2017). The highly regarded approach to quality management is the international standard of quality assurance (Sadikoglu, E., & Zehir, C., 2010) (ISO, 2015). The quality management program or system is one of the enablers of TQM. (Muli, M, 2014) noted that TQM involves actions such as staff empowerment, devoting resources in client relations, and instituting effective communication channels.

(Fening, F. A., Pesakovic, G., & Amaria, P., 2013) noted that customer fulfillment is the key focus of the TQM philosophy. According to (Neyestani, B., 2017), the principles of TQM are built on many pillars which must be emphasized to make quality service delivery a reality in organizations. These include customer focus, management commitment, employee empowerment through education, training and reward, design system based on prevention, and focus on continuous improvement (Madar, A., 2016). Total quality management (TQM) is a comprehensive management philosophy that focuses on continuously improving products, services, and processes to meet or exceed customer expectations (Talib, F., Zillur, R., & Qureshi, M. N. (2019)., 2019). The core principles of TQM include customer focus, employee involvement, process improvement, and data-driven decision making. In the hotel industry, TQM has been widely recognized as a critical strategy for enhancing service quality, operational efficiency, and overall organizational performance (Amin, M., Aldakhil, A. M., Wu, C., Rezaei, S., & Cobanoglu, C., 2017).

Implementing TQM in hotels can lead to a range of tangible benefits. Improved front-desk services may include faster check-in/check-out, more personalized guest interactions, and better handling of customer inquiries and complaints (Singhal, D., Tripathy, S., & Jena, S. K. , 2021). Enhanced housekeeping quality can ensure consistently clean, well-maintained guest rooms and public areas, contributing to a superior customer experience (Dey, P. K., Malesios, C., De, D., Chowdhury, A. H., & Annamalai, T. , 2020). Optimized food and beverage operations may involve streamlined ordering, inventory management, and service delivery, resulting in higher customer satisfaction and reduced food waste. By reducing customer complaints, hotels can improve their brand reputation and customer loyalty (Sadikoglu, E., & Olcay, H., 2014).

TQM also has a positive impact on employee productivity and engagement. By establishing standardized processes, empowering frontline staff, and fostering a culture of continuous improvement, hotels can enhance employee morale, reduce turnover, and enable their workforce to deliver exceptional service (Dey et al, 2020). This, in turn, helps hotels differentiate themselves from competitors and build a stronger brand reputation, which is crucial in the highly competitive hospitality industry.

#### **2.1.4. TOOLS MEASURING QUALITY SERVICE DELIVERY IN THE HOSPITALITY INDUSTRY**

Further references consist of the maximum well-known models that measure quality service in the hospitality industry.

##### **1. Perceived quality service model**

Perceived Quality Service Model is a helpful tool to understand factors that affect customer perceived quality in a company's service. Expected quality is directly influenced by

- The methods of marketing total tourism experience within an enterprise,
- The image created for a tourism product,
- The influence of the “word-of-mouth” advertisement and
- The customer requirements and needs.

## 2. Five container models

The quality service model is a useful tool for the instrument to define the objectives of quality management. It is primarily customer oriented and helps explain service practices (Mentzer, J. T., & Gundlach, G., 2009).

A succession of five separate "gaps" will influence the quality of customers in this concept. The quality management system should try to fill the five gaps in the model and improve the service quality by comparing the perceived and perceived quality of the customer after receiving the service in this service activity.

## 3. SERVICE ORGANIZATION

According to (Musyoka, K., 2013), perceived quality should be measured internally and externally.

Measuring objective criteria defined and/or defined by the organization's goals (technical quality, process quality, functional quality and relationship quality - Total Quality Management / TQM) is called internal measurement. Feature-based methods are one type of objective research method that can be used (Pandey, V. C., & Garg, S., 2009). The SERVQUAL method aims to assess five key tangible attributes dependability, responsiveness, certainty, and empathy, which correspond to gaps 1 through 5 in the gap model. Organizations can use SERVQUAL to continuously monitor day-to-day service quality internally (Ueno, A., 2010).

External measurement refers to the subjective expectations, needs, wants, and experiences of the customer (expected quality, experienced quality, and perceived quality). Study or Research methods that can be used must also be case-based subjective methods.

#### 4. CRITICAL EXAMINATION TECHNIQUE (CRIT)

The outcomes of a small sample, analyzed extensively over time, are used to try and apprehend what takes place in 'moments of reality'. It aims to offer beneficial information for the development and interpretation of products, enlarge the field of advertising and marketing and improve greatly. Organizations can use CIT to analyze and handle consumer issues in a flexible manner.

#### 5. OTHER tools to grow

Below are some of the other tools for monitoring quality for the attainment of continuous improvement in the tourism industry.

- Market
- Mystery guest/Mystery shopper
- Audit reports
- Complaints and incidences
- Self-assessments
- Benchmarking

Quality issues in provider companies could have specific causes and approaches to achieving carrier high-quality are special in all corporations. This dimension device will help you examine what are the high-quality options to improve carrier satisfaction in the hospitality Sector.

### **2.1.5. SUPPLY CHAIN MANAGEMENT IN THE HOSPITALITY AND HOTEL INDUSTRY**

As they form partnership relations to provide products, goods, and services, the success of every company and firm relies on the performance of the other organizations in the chain (Fin B , 2006). SCM can also be modeled in the hotel and hospitality business as a collection of actions, functions, businesses, and stakeholders that combine to form a unique SC. (Bakker, F., Boehme, T., & van Donk, D. , 2012) As the housing business becomes more competitive, the demand to develop new ways to create and convey value to clients grows. As the relevance of SCM became more widely recognized, greater focus was placed on management and research into contributing factors such as service quality, communication, technology, supplier relationships, and financial performance (Cohen, S. & Rousell, J. , 2013) (Fantazy, K. A., Kumar, V., & Kumar, U. , 2010). Customers always expect excellent services (Barve, A. IACSIT Press, Hong Kong., 2011).

Because the end-product is not physical and is made of multiple services given by different suppliers at different points of the SC, the consumption and creation parts of hospitality and hotel operations frequently occurs at the same time (Zsidisin, G. A., & Ellram, L. M. , 2001) (Fantazy, K. A., Kumar, V., & Kumar, U. , 210). Open communication, which allows for effective information flow, is important in managing supplier relationships, according to (Corsten, D. And Kumar, N., 2005) (Fawcett, S. E., Ellram, L. M., & Ogden, J. A., 2007). Sharing long-term hotel predictions provided by the revenue management department with important hotel suppliers, for example, allows for strong and dynamic partnerships between the hotel and key suppliers (Cassini, L., 2006) (Irum, S., Saba, A., & Kashif, M. C., 2013). The ability to keep promises increases trust among supply chain operators (Caridi, M., Cipollini, R., and De Marco, D., 2006).

Supply chain management (SCM) in the hotel industry encompasses the coordination and integration of various activities, including supplier selection, procurement, inventory management, logistics, and distribution (Jharkharia, S., & Shankar, R. , 2007). Effective SCM has been identified as a crucial factor in enhancing hotel performance, as it can lead to cost savings, improved resource utilization, and enhanced responsiveness to customer demands (Gunasekaran, A., Subramanian, N., & Papadopoulos, T., 2018).

Studies have demonstrated that the integration of SCM practices can significantly improve hotel operations. For instance, close collaboration with suppliers can ensure the timely delivery of high-quality goods and services, which is essential for providing a seamless guest experience (Boon-itt, S., Wong, C. Y., & Wong, C. W. (2017). , 2017). By closely coordinating with suppliers, hotels can minimize disruptions in the supply of critical items, such as food, linens, and toiletries, ensuring that guest needs are met without interruption.

Process integration is another key aspect of SCM in the hotel industry. By streamlining inventory management and logistics through process integration, hotels can achieve greater efficiency in their operations (Gligor, D. M., & Holcomb, M. C., 2012). This can lead to reduced costs, as well as faster response times to changing customer demands. For example, by integrating their procurement and inventory systems, hotels can better anticipate and respond to fluctuations in guest needs, adjusting their stock levels accordingly to avoid shortages or excessive inventory.

Information sharing is also a critical component of effective SCM in the hotel industry. By establishing robust communication channels and data-sharing protocols with suppliers and other supply chain partners, hotels can enhance visibility and coordination throughout the supply chain (Wong, C. Y., Boon-itt, S., & Wong, C. W. , 2011). This can enable better decision-making, improved forecasting, and more efficient resource allocation, ultimately leading to reduced service failures and enhanced customer satisfaction.

The synergistic relationship between total quality management (TQM) and supply chain management (SCM) has been widely recognized as a powerful driver of success for hotels in the hospitality industry (Jraisat, L., & Sawalha, I., 2013). By aligning these two strategic approaches,

hotels can leverage their complementary benefits to create a sustainable competitive advantage.

The integration of TQM and SCM can lead to several significant outcomes for hotels. First, it can improve supplier quality and reliability. By extending TQM-driven quality standards and continuous improvement initiatives to the hotel's supply chain, hotels can ensure that their suppliers meet the required quality levels and deliver reliable services (Dubey, R., Gunasekaran, A., Childe, S. J., Wamba, S. F., & Papadopoulos, T., 2018). This can contribute to a more consistent and high-quality guest experience, which is crucial in the hospitality industry.

Second, the synergy between TQM and SCM can enhance inventory management and logistics efficiency. Through the integration of these two approaches, hotels can optimize inventory levels, streamline procurement processes, and improve the overall efficiency of their logistics operations (Ataseven, C., & Nair, A., 2017). This can result in cost savings, reduced waste, and faster response times to changing customer demands, enabling hotels to be more agile and responsive to market conditions.

Third, the combined efforts of TQM and SCM can increase customer satisfaction and loyalty. The focus on service quality, reduction of service failures, and a more seamless customer experience can lead to improved customer satisfaction and loyalty (Boon-itt, S., Wong, C. Y., & Wong, C. W. , 2017). This, in turn, can contribute to the hotel's long-term success and reputation, as satisfied and loyal customers are more likely to return and recommend the hotel to others.

Finally, by effectively integrating TQM and SCM, hotels can enhance their operational capabilities, improve resource utilization, and differentiate themselves from competitors, ultimately strengthening their competitive position in the market. This integration can help hotels achieve a sustainable competitive advantage in the increasingly dynamic and challenging hospitality industry, where continuous improvement and operational excellence are crucial for success.

## **2.1.6. KEY VARIABLES OF SCM IN HOTEL INDUSTRIES**

After in-depth research of existing literature on SCM in hotel industries, the hotel industry, the researcher diagnosed the subsequent internal variables: leadership and core competency; cost internal flexibility and quality. Also, outside variables are resource commitment of chain actors; trust and partnership development; information flow; financial flow and goods and service flows. These two variables are used in the latter section to develop the model of this research.

### **2.1.6.1. INTERNAL VARIABLES**

#### **2.1.6.1.1. LEADERSHIP AND CORE COMPETENCY**

SCM requires extremely good leadership and center skills inside the hospitality sector. These are essential internal variables aid a given hotel's SCM efforts. Technical skills, ethics, hard work, attitude, and demeanor of hotel employees are all critical to the business's success (Waldman, D. A., Ramirez, G. G., House, R. J., & Puranam, P., 2014) (Lai, P. C., & Baum, T. , 2005). The author starts with leadership as an internal variable and then moves on to core competency (Fliender, G. (2003). ", 2013).

#### **2.1.6.1.2. LEADERSHIP**

To achieve success in supply chain control, one wants to be a good leadership. Additionally, effective and devoted leadership considers the company's long-term goal. Leadership is vital and performs an important role in motivating employees to take part absolutely in achieving predetermined organizational desires. In addition, it is critical to focus on right management techniques to support the supply chain and display its performance and progress (Sharifi, H., Ishmail, H. S., & Reid, I. (2006), 2006). Leadership is also thought to be an important contributor to an organization's strategic source of competitive advantages (Bass, B.M. , 1991).

In the context of SCM, see (Lockström, M., Schadel, J., Harrison, N., Moser, R., & Malhotra, M. K., 2010) describe leadership as "the functionality to persuade an organization and company employer to decide and advantage common goals and objectives". In addition, (al., 2010) described supply chain management as "an idea related to the supply chain leader and one or more supply chain follower organization that interact in dynamic-influencing process (Defee, C.C., Stank, T.P. and Esper, T.L. (2010). , 2010). (lambert et al, 1998) additionally cited that if an company does now not take the lead in strategic supply chain decisions, risk can spread at some point of the chain and anarchy can cease result. This suggests that the position of leadership in SCM includes growing strong relational structures at man or woman, departmental and organizational levels. Also, improving the connection with providers and one-of-a-kind stakeholders will increase the inn's competitiveness (Díaz, M. S., Magni, D., & Pruneda, G., 2006) (Sofijanova, E., & Chatleska, Z., 2013).

According to (Kothari, T., Hu, C., & Roehl, W. S. , 2005), hotel control managers need to coordinate and talk properly for the information of statistics among exclusive resort departments, inclusive of marketing and customer care, supply and management departments of a hotel. This is critical because through powerful communication, leaders in the hotel can facilitate the front-place of work artwork and back-office. This hotel is open for SCM. Hotel management leadership should also be familiar with acquainted with technology and current trends. By integrating technology into several additives of the supply chain, hotels can have real-time information about their inventory condition, availability of product and requirement and shipment conditions (Tanskanen, K., Holmstrom, J., Elfving, J., & Talvitie, U., 2009).

### **2.1.6.1.3 CORE COMPETENCY**

To strengthen and maximize hotel supply chain management, it's miles important to maintain strong competencies at the hotel. Hotel managers need to be aware of their strengths and center competencies. This will allow SMEs to cognizance on their strengths within the hotel, as well as design procedures so that it will assist the corporation make bigger its market proportion and profits. (Vickreys, Cal Antone, R., & Droge, C., 1999) Defines core competency as “any function which a firm does well at performing.” He further defines it as processes which are primary business activities that enable companies to obtain a better average degree of business success over long term.” Any long-term plan or strategy in SCM that did not take into consideration the core competency of a hotel requires revision and needs to devise a new strategy that understands its comparative advantage.

According to (Clements, C. J., 2013), (Gray, J. I., & Stoneham, M. J, 2009) and (Jayawardena, C., 2013), the number one trouble in maximum accommodations is the lack of knowledge about the impact of core competencies. To meet the needs of their customers, hotels must align and improve their core competency competencies. When comparing a hotel's core competency, customer satisfaction wants to be a concern. In addition, hotels should expand communication channels that permit to accumulate feedback from their customers (Saed, T. A., Slack, N., Abuelmaatti, A., & Mohammed, A. M., 2014). The core competence paradigm is built on businesses recognizing which internal abilities and resources they should own and control through internal contracts to maintain their economic success. Therefore, maintaining core competency is an underlining factor that contributes to an effective supply chain management in the hotel industry.

### **2.1.6.2. OPERATION COST OF SUPPLY CHAIN MANAGEMENT**

Hotels should offer products and services at an affordable cost. Furthermore, the hotel industry can benefit from full-integrated logistics and supply chain management strategy to accomplish dependable and high-quality service at the lowest attainable cost (Sanders, N. R. , 2008). According to (Tsay, A. A., & Lovejoy, W. S. (1999). , 2019), the goal in supply chain management is achieved when the objective of delivering the right product to the appropriate customer at the lowest price is achieved. If the condition of providing a product to the customer at the lowest feasible price is achievable, then SCM is accomplished. This can be achieved by employing efficient logistics and supply chain approaches that add to the quality and service of the hotel while reducing the cost.

According to empirical studies, having a dependable and quick procurement process has helped hotels obtain more savings on products. Due to the rebate, products were being acquired at an economical cost. By employing technology that facilitates the flow of vital information within every department of the hotel, a hotel can speed the procurement process up and save time needed for placing orders. It's also paramount for whichever hotel to save time and money to enhance the relationship between its various vendors and improve the accuracy of the orders. Besides, hotels need to employ distribution management as a means of reducing the transportation costs that had to be incurred for shifting products from their chain of suppliers to the company for consolidation, and then to the customer (Zhang, X., Song, H., & Huang, G. (2009). , 2009). Still, regarding costs, investing in warehouse management systems has helped in reducing costs for a hotel. Warehousing management also enables the hotel to warehouse products that customers need and keep track of the demands and needs of customers constantly.

Inventory management systems also serve to generate reports and monitor spending on the lowest-priced suppliers, and to reconcile inventory post physical counts. Information technology makes inventory management very critical in such a way that it ensures customers get the products they want (Ricker, F. F., & Kalakota, R., 2019). Due to this, for a hotel to have a competitive advantage, the highest emphasis must be given to an effective inventory management system (Ruteri, M. J., & Xu, Q., 2009).

Besides, a SCM in a hotel must focus on information technology processes and utilize the valuable information available in its supply chain. Companies combine and utilize many systems to distribute information on consumer orders electronically. This gives a cost saving. (Gunasekaran, A., & Ngai, E. W. , 2004) asserts that information technology has significantly changed how companies interact with their suppliers and customers. Additionally, effective information technology enables a hotel to exchange real-time data with its supply chain (Supasansanee, S., & Kasiphongphaisan, S. , 2009). As a result, hotels must embrace technology to improve their supply chain performance.

#### **2.1.6.2.1. INTERNAL FLEXIBILITY**

In today's industry, where a customer's needs change literally overnight, flexibility is the critical distinction as it provides hotel management to adapt and reorient their offerings to match a customer's expectations. Traditional supply chains dating back to the 1950s and 1960s were strictly technologically driven, designed to drive down unit manufacturing costs with little flexibility of the product or process (Tan, K. C., 2001). Traditional supply networks, however, could not respond to changes in demand. For one to succeed in hotel SCM today, the same, if not more, emphasis should be placed on internal flexibility.

Changing market demand, variable supplier lead time, product quality, and information delay, as (Giannoccaro, I., Pontrandolfo, P., & Scozzi, B. , 2003), state, underline the importance of internal flexibility for hotel management to retain competitive advantage.

In other words, market instability requires the establishment of flexible supply chain management. As well, (Swaminathan, J. M., & Tayur, S. R., 2013) mention the term, and it represents the ability of a business process to deal or cope with change successfully with minimal time, cost, quality, or performance penalty. Similarly, outlines this concept and views supply chain flexibility as an organizational inward construct, comprising both agility and adaptability, enabling the SCM to respond appropriately to short-term changes in demand or supply.

Similarly, (Beaman, B.M. , 2010), views flexibility as the capacity to modify product offerings in line with client needs. According to, flexibility is the capability of a supply chain's arrangement to adjust to the change in the nature of the market's structure, including modification in supply network tactics, products, and technology. In addition, agility is \"a supply chain's capacity to adjust swiftly to short-term changes in demand or supply, as well as to handle external interruptions seamlessly (Lee, H. L., 2004).

In this regard, marketing is critical in keeping up with the customer ever-changing wants. This is so since without proper marketing strategy and actions, it will be tough for SCM to decide on the kind of customer needs and values (Rainbird, M. , 2004). Based on several empirical studies, organizations ready to build their products and services concerning real-time information outdo organizations that are unwilling to change to customer needs. In effect, SCM of hotels must incorporate flexibility to respond to the ever-changing client demand.

#### **2.1.6.2.2. QUALITY**

The hotel industry, like some other industries, is concerned with service quality management and delivery. Poor service is seen in lots of approaches, each of which has a unique meaning. Regardless of attitude, if a customer is not satisfied with the service provided, it indicates that there is a hassle someplace in the service procedure (Riley, M. , 2007). Quality is defined via every customer as assembly desires and expectancies (Creswell, 2013).

However, it ought to be noted that service excellent refers to the patron's subjective belief of the level in, which varies depending on specific situations and occasions. A businessman has a one-of-a-kind provider widespread for a 5-famous person hotel than an amusement traveler; however, both are based totally on the notion of five-superstar carrier standards. Regardless of all the efforts in providing an excellent service quality, failures and mistakes are common occurrence in the service delivery. Service failure if not satisfactory rectified can result in negative outcomes such as negative word of mouth, decline in customer confidence and permanent loss of customers. (Babakus, E., Yavas, U., Karatepe, O. M., & Avci, T. , 2003). CRM is used to higher manage SC's bottom line for consumer satisfaction, long-time period relationships and client loyalty. (Basu, R., & Wright, J. N. , 2008), (Luck, R., & Lancaster, G. , 2013) , CRM solutions use technology to gather, sort, store and apply customer data. Other related ideas inclusive of CRM activity software program, as reported through (Fawcett, S. E., Magnan, G. M., & McCarter, M. W., 2008), described with the aid of (Tiedemann, C., Bischoff, J., & Braun, V., 2007) and guest retention as presented by (Lo, A. S., Stalcup, L. D., & Lee, A., 2010) were also taken into account. Internal operations, as defined by (Fawcett, S. E., Magnan, G. M., & McCarter, M. W. , 2008), are a collection of several functions aimed at generating value. Human resource management plays a crucial role in internal operation section of the SC as well, based

on the ideas presented by (Ubeda-Garcia, M., Marco-Lajara, B., Sabater-Sempere, V., & Garcia-Lillo, F. , 2013) Who relates the success of a hotel's SC on the technical skills, integrity, hard work, attitude and behavior of its personnel.

## **2.1.5. EXTERNAL VARIABLES**

### **2.1.5.1. Resource Commitment of Chain Actors**

Commitment amongst chain actors is critical for supply flow and quality. If the supplies are of good quality and can be purchased at a low cost, a hotel should strive for long-term commitment to its chain players. "Two or more firms in a supply chain entering into a long-term agreement; the development of mutual trust and commitment to the relationship; the integration of logistics events involving the sharing of demand and supply data; the potential for a change in the locus of control of the logistics process," according to (Voudouris, C., Owusu, G., Dorne, R., & Lesaint, D., 2008).

To improve good organizational performance, each chain actor must fully commit at all levels of their organizations. Furthermore, (Kannan, V. R., & Tan, K. C. 2005) (Tan, K. C, 2001) found that dedication to supply chain quality had the largest impact on a company's performance at both the strategic and operational levels. Furthermore, if a company is going to succeed with relationship marketing, it must have trust and dedication. As a result, a commitment amongst chain actors based on quality and trust helps the hotel give high-quality service at a cheap cost.

### **2.1.5.2. TRUST AND PARTNERSHIP DEVELOPMENT**

The levels of trust can be measured by the extent to which people are confident that there won't be any exploitation of their vulnerabilities (Morrow, J. L., Hansen, M. H., & Pearson, A. W., 2004). This concept depicts the mutual trust and reliance between both sides. Trust is developed

when one party is convinced in the goodwill or trustworthiness of other party (Hines, T. , 2006) (Doney, P. M., & Cannon, J. P. , 1997). Similarly, having common values and building trust through dialoguing with partners in the supply chain could be a win-win situation for all parties involved. In history, trust has been one significant element for nurturing stable relationships in the supply chains (Petersen, K. J., Handfield, R. B., & Ragatz, G. L., 2005) (Cannon, Doney, Mullen, & Petersen, 2010). Trust may exist on an individual basis or on organizational level as well (Johnston, D. A. , 2004).

Developing the relationship along the supply chain will help to reduce misinterpretation and provide a solution to information imbalances. Trust building processes that start off at this juncture could be a very solid base for trust creation. It is obvious that one of the results of distrust between parties in a supply chain is increased transaction costs. In addition, trust may obviate the need for the buyer to monitor closely supply and/or input quality as well as to penalize low-quality inputs (Dyer, J. H., & Chu, W. (2003). , 2003). Uncertainty can lead to issues with quality or unreliable delivery to the purchaser. The vendor on the other hand must come up with ways of attracting buyers again. Additionally, there is also pricing uncertainty in relation to both buyers and sellers (Hobbs, J. E., & Young, L. M., 2000) (Holmberg, S., 2010). Consequently, when people do not have faith and they live in an environment lacking certainties it will give rise to high transaction costs since there are no trusts and many confusions amongst those involved systems.

Moreover, there is need to Maintain long-term relationships with supply chain vendors for SCM to be successful. It is worthy of mention that trust is required to have long-term relationships that benefit everyone in the chain (Johnston, D. A., McCutcheon, D. D., Stuart, I. F., & Kerwood, H., 2004). Once there is trust, the next step is to have relationships. According to the definition of

supply chain collaboration, it is the way organizations in the supply chain work together to achieve common goals, exchange ideas, information, knowledge, risks, rewards, and solve common problems (Benton, W. C., 2007)

Firms that are long-term oriented in their transactions, (Ell ram, L. M., La Londa, B., J., & Weber, M. M. , 2010) are less likely to participate in untrustworthy behavior. Mutual support is the highest form of engagement between actors in the chain compared to sharing relationships or activities. Moreover, companies should adopt the supply chain partnership strategy to dictate to suppliers and bring about the cut down of the cost of supplies or materials (Zhou, H., Benton, W., Schilling, D., & Milligan, G., 2011). Furthermore, cross-functional and interdependent arrangements bring about cooperation that enhances supply chain performance (Qi, Y., Zhao, X., & Sheu, C., 2011).

### **2.1.5.3. Information Flow**

Information flow is an essential aspect of managing and coordinating the supply chain in supply chain management. It would be easier for chain actors to achieve the desired results for all its participants if information is allowed to stream freely between the chain actors. Reducing the bull effect; there is a need for accurate information at the right time to enhance the performance of each chain actor (Chopra, S., & Meindl, P. , 2007). Sharing information among chain actors also enhances transparency. Besides, sharing the flow of information helps to enhance the relationship between several actors in the chain (Tiedemann, A., Schierning, A., Wagner, B., & Kuhnle, A., 2009). (Fawcett, S. E., Magnan, G. M., & McCarter, M. W. , 2008) also argue that open communication, which allows information to flow efficiently, is essential to good management supply relationships.

Effective coordination and communication between hotel managers are required so that it can drift across different departments of hotels such as marketing, customer service, supplies and operations management. In addition, share internal and external information to determine the number of customers responding to hotel services. (Tiedemann, A., Schiering, A., Wagner, B., & Kuhnle, A., 2009), this will support the hotel management team to develop new products and improve already existing products to improve customer happiness and loyalty. Details of the customers must be collected using technology and social media. The hotels, operating in different zones of SC, can use technology to access real-time information regarding inventory, product availability and shipment status.

#### **2.1.5.4. FINANCIAL FLOW**

Managing financial flows in the supply chain is essential to achieving profitability and reducing costs. The improvement of supply chain efficiency, the reduction of lead time, reduction of inventories, better responsiveness, an increase in diversity, the improvement of collaboration with partners, an improvement of customer service, will all benefit a hotel that solves cash flow problems. When it comes to cash flow in SCM, a company can face various challenges that require more capital than expected. However, if the organization can overcome these obstacles, the savings can be put to better use (Klein, A. , 2004).

One of the primary obstacles of financial flows in supply chain management, according to Visa's empirical study, is the accumulation of thousands of invoices and payments. This is a difficult task because it necessitates organizations streamlining their invoice processing efforts and attempting to track invoices prior to and after delivery of specific products. In most circumstances, a single payment is used to cover multiple purchases with varied delivery dates. It will be difficult to reconcile payments in this case. An organization must adopt new technology

and move away from manual and standalone processes to tackle this problem. The organization's financial flow will be smoother as a result.

It's also critical to consider financial and information flows simultaneously. This is because financial flows in SCM may narrate and display purchasing trends, product shelf life, and transmit vital information across the supply chain. Separating financial and information flows exposes a company to human mistakes, increases reconciliation time, and creates a supply chain that isn't fully connected. The "bullwhip effect," as found by the Visa empirical investigation, is another issue. As one progresses up the supply chain, the "Bullwhip effect" refers to amplifications of end consumer demand. When there is a misalignment of information, this occurs. The approach is to ensure that information is exchanged quickly along the chain.

#### **2.1.5.5. FLOW OF GOODS AND SERVICES**

SCM manages the flow of physical materials, goods, and services to change them into final products and distribute them to the end-users, the effectiveness of the SCM will be the measure of the transfer of goods to the people through all the actors of the chain at the lowest possible cost. Flow of goods, trade, sales, and logistics services will be executed by working people, locations, and information in coordination.

This supply chain is also said to consist of all organizations and activities in the movement and transformation of goods from the stage of the raw materials to their stage of the end-users, and it consists of the flow of information associated with it (Handfield, R. B. And E. L. Nichols , 2012) (Handfield, R. B., Maczka, R. M., Giunipero, L. C., Patterson, J. L., 2009), The term supply chain is used since the organizations and activities in the supply chain are implied, with the focus of flow and transformation of goods. Hotel services are produced using goods received as inputs from the suppliers. It demonstrates how goods are used to produce a tailor-made service that fits

the entire hotel business. Therefore, demand for hotel services is translated into a demand for other industry goods or services that the hotels provide, as well as goods or services provided by hotel suppliers (Cooper, M. C., Lambert, D. M., & Pagh, J. D., 2008). Therefore, mastering the flow of goods changed into services in the hospitality industry should be the heartbeat of hotel SCM

## **2.2. EMPIRICAL REVIEW**

### **2.2.1. EMPIRICAL REVIEW ON QUALITY SERVICE DELIVERY**

The technical literature presents a variety of empirical works related to carrier best within the hotel industry. Lukas (1997) argues that advertising tradition ought to do not forget carrier excellent, private relationships, sales overall performance, agency, internal verbal exchange and innovation whilst analyzing advertising lifestyle and its courting with Hong Kong tour corporations. High-quality of service; It shows that provider excellence can be done while journey agencies foster an advertising tradition targeted on service and private relationships.

O'Neill and Charters (2000) investigated the extent of provider provided by means of links to attract travelers to an area. A survey was performed in four companies to decide what is maximum essential to clients while evaluating carrier first-class is. In Turkey, (Turkmen, P., McCormack, K., Valadares de Oliveira, M. P., & Ladeira, M. B, 2010) proposed a brand-new approach to the have a look at of hotel provider pleasant assessment standards. The examine looked at two distinct groups of travelers from special nations. The effects display that when designing routes and travel programs, operators ought to consider cultural elements that have an impact on the perception of provider great.

The perception of hotels from Mauritius became investigated via (Jawaher, S., & Ross, D. L. , 2003). They concluded that the quality of carrier became less than the expectancies of the visitors, and empathy changed into the most important deficiency. (Nadiri, H., & Hussain, K., 2005) used SERVPERF to evaluate service best in Cyprus and carried out the device to European traffic. The consequences discovered best factors of SERVQUAL, as opposed to the usual 5, and European guests are very traumatic in relation to enhancing carrier satisfactory. (Iraq, A., 2006) examines tourism offerings in Egypt from the attitude of inner and external clients. Internal clients finish that there are no tourism surroundings that encourages worker creativity, and there are proceedings with outside customers approximately enhancements in inner transportation and protection.

(Chen, F. H., Liu, Z. Y., & Chu, M. Y., 2008) assessed carrier best inside the Taiwanese hotel industry. The survey divides hotels into 3 categories: worldwide commercial tourism, entertainment hotels and hotels, and hostels. Research suggests differences in provider nice among enterprise and consumers. Data evaluation suggests that distinct sorts of hotels have specific carrier first-class gaps (perceived gaps) in numerous dimensions; perceived gap, provider first-class, and different hotel merchandise are also different. The researchers checked out 43 different characteristics.

In Brazil, (Oliveira, A. V., 2001) studied the offerings considered maximum critical in choosing a hotel in Foz do Iguaçu and concluded that the factors of location, speed and efficiency in room carrier, and eating place fine had been the maximum vital to customers. So. (Carvalho, S. , 2007) investigated factors that influence client satisfaction. It is concluded that cleanliness, appropriate provider, safety and region are the most crucial variables in determining patron happiness. (Barbosa, F. V. , 2007) observed that authenticity in caring for visitors primarily based on human

values to create friendly and nice relationships increased their happiness in a study of hotels in São Paulo.

(Gonzalez, M. E. , 2005) researched the determinants of site visitors' happiness and loyalty in Christmas. According to this examination, the maximum essential function in terms of purchaser delight is the friendliness of resort workforce, cleanliness of centers, protection, eating place service, and internet. (Wanderley, A., 2004) studied the perceptions of commercial enterprise vacationers in São Paulo when selecting a hotel. Daily rate and location are the maximum essential capabilities for business tourists, in keeping with the survey.

(Azzi, R. M. , 2006) studied the level of hospitality in special photo additives in addition to varieties of installations in a resort in São Paulo. The results allow us to observe the consequences of familiarity as well as to pick out the shapes and colors used at some point of the studying procedure. (Ferreira, K., 2004) investigated factors affecting the delight and loyalty of northern visitors who use buses or automobiles for transportation in Natal. It concluded that cleanliness and eating place service, cellphone carrier, neighborhood tour provider and fee are factors that influence customer happiness and loyalty. (Duarte, P. (2006). Impacto da satisfação dos funcionários na satisfação dos clientes em uma rede hoteleira em São Paulo. Monografia de Concl, 2006) studied the effect of employee mood on provider best in a hotel chain in São Paulo. The study concluded that internal patron satisfaction leads to external client satisfaction.

## **2.2.2. STUDIES ABOUT CUSTOMER MANAGEMENT AND QUALITY SERVICE DELIVERY**

Today's clients are the starting point, now not the destination, of a successful enterprise. The TQM philosophy emphasizes client experience. Customers must be concerned in each decision-

making manner, actively worried inside the carrier design and development method to offer the necessary enter to avoid waste, defects and great issues (Finig, A., Gudlaugsson, T., & Einarsdóttir, P. , 2013). Providing exceptional provider is approach to pleasure consumers, defend them from dissatisfaction and compete inside the marketplace (Karatepe, O., & Karadas, G., 2011) (Garwin, D. A., 2017). Finally, the hotel's distinct advantage is to determine and compete in one or more factors of quality.

There is one weak point within the WA production survey: there is best one organization, so comparison and generalization aren't viable. However, research has determined that it's miles a critical aspect in defining customer-oriented strategies in carrier corporations, which include accommodations, reliability or great service measures. He further stated that other components of first-rate provider delivery inclusive of empathy, sensitivity, sensitivity and guarantee play an important role in the standard evaluation of provider first-rate and ought to never be unnoticed (Watiki, H. , 2014).

According to (Gilmore, A. , 2011), nice is the degree to which a particular products or services meets the needs and dreams of sure customers, so any client strategy followed by way of the employer must awareness on the unique necessities of customers. He also stated that improving satisfaction requires innovation and creativity to reduce product charges and growth the productivity of an agency. Providing pleasant provider is one of the facilitators for accomplishing competitive gain, and a very good customer support plan with top management guide improves it (Pikun Noori, H., 2014). Several empirical research have confirmed that companies that undertake a purchaser-focused method revel in increased productivity, progressed client enjoy, increased employee self-assurance and decrease hard work prices.

### 2.3. CONCEPTUAL FRAMEWORK

The conceptual framework aids the reader in comprehending the relationship between the variables under investigation. It aims to investigate and assess the effects of total quality management and Supply Chain Management on service delivery of the hotel industry: A Comparative Study of Selected Private (Ethiopia) and Government (Ghion) hotel. The conceptual structure for this study is depicted in the figure below. It is conceptualized that the Comparative Study of Selected Private (Ethiopia) and Government (Ghion) hotel, which is the dependent variable, is influenced directly by the independent variables: raw material supply chain management and total quality management on service delivery. The study will assess the effects of the independent variables on the dependent variable that is comparative study of both hotels.

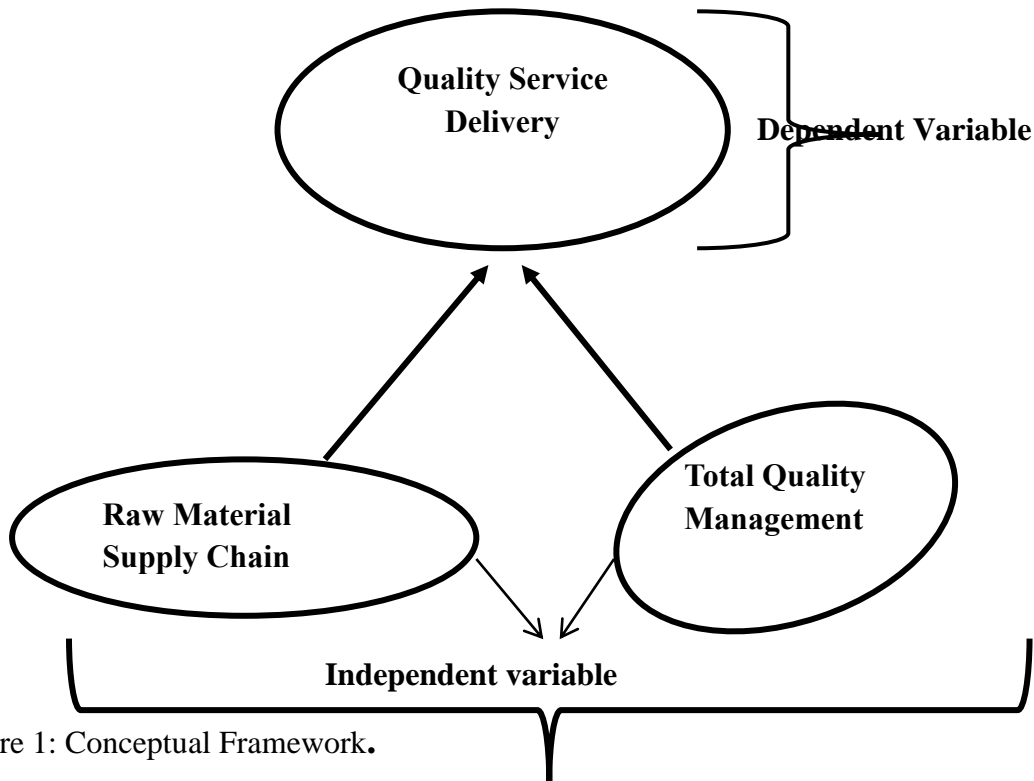


Figure 1: Conceptual Framework.

Source: Modified by the researcher

## **CHAPTER THREE**

### **RESEARCH DESIGN METHODOLOGY**

#### **3.1. INTRODUCTION**

This chapter includes Description of the study area, research design with its justification; the target population and its justification; sampling frame, sample size and sampling technique; data collection procedures and data processing and analysis.

#### **3.2. RESEARCH DESIGN**

The study was used a descriptive and explanatory research design to assess the effects of total quality management and supply chain management on service delivery of the hotel industry: a comparative study of selected (Ethiopia) private and (Ghion) government hotel for A survey is used to collect original data for describing a population too large to observe directly (Kothari, C. R., 2014). The collected data was analyzed using SPSS analysis. The design has the advantage of Provides a data Description of Phenomenon and Better understanding of Concept or problem. At the same time, it was clarified that descriptive statistics is useful for investigating a variety of analytical problems, such as determining the dependence of one variable on another; data is typically collected via questionnaire.

#### **3.3. RESEARCH APPROACH**

There are three research approaches: qualitative, quantitative, and mixed methods.in this study Mixed research methods are used when it incorporates elements of both qualitative and quantitative approaches, and the findings are also more reliable using one of the approaches. Mixed research design is an approach to inquiry involving collecting both quantitative and

qualitative data, integrating the two forms of data, and using distinct designs that may involve philosophical assumptions and theoretical frameworks. The core assumption of this form of inquiry is that the combination of qualitative and quantitative approaches provides a more complete understanding of a research problem than either approach alone.

### **3.4. TYPE AND SOURCES OF DATA**

#### **3.4.1. PRIMERY SOURCE**

In the study all necessary data was gathered from the Primary and Secondary source. The primary data was collected through structured questionnaires from the employees of the hotels, different hotel officials and the guest of each hotel to elicit their opinions and ideas.

#### **3.4.2. SECONDARY SOURCE**

The secondary data, from journals, articles, newspaper, internet, books, hotel manuals and different work format was referred for further triangulation of the data sources was referred for further triangulation of the data sources. In addition to this, to makes the study more reliable and valid,

#### **3.4.3. TARGET POPULATION**

According to (Cooper, D. R., & Schindler, P. S., 2006), Population refers to the elements we want to give some suggestions about. Population elements refer to the individual participants or objects from which measurements are taken.

According to the data from human resource department at both privet (Ethiopia) and Government (Ghion Hotel) have a total of 556 employees. For This study was used (Yamane, T. , 1967) formula, to determine the sample size of this study were 485 employees of Gihon hotel

and Ethiopia hotel including general manager, different department manager of the hotel, Human resource manager, back-office staff, supervisors and low-level employee.

### **3.4.3. SAMPLING FRAME**

As earlier showed, the target population of this study (556 both hotel employees) includes all Departments managements and low-level employees of both hotels.

The study has been grouped into different ways: HR management staff, Front and back-office managers/deputy, food and beverage service managers and supervisors and professional employees who all have certificate and above qualification. Managerial employees refer to highly experienced employees who have supervisory, administrative or strategic exposure in the government Ghion and privet Ethiopia hotels. This implies that the selected hotels are well on their way to establishing, maintaining and developing long-lasting relationships with customers to enhance service quality and improve customer management.

### **3.4.4. SAMPLING SIZE**

The researcher used Random and purposive sampling techniques to make the research reliable because hotel employees have the same opportunity to represent hotel workers in the study area.

This study was used Taro Yamane (1967) formula, to determine the sample size:

$$n = \frac{N}{(1 + N((e)^2))}$$

Legend:

n = sample size

N = population size

e = desired level of precision

1=is a constant

$e_2$  is the estimated standard error which is 5% for 95% confidence level

The required sample size from the Target population is as follows:

For two hotels,  $n = 512$  from a Target population of 556.

Accordingly, the researcher used confidence interval of 95%, which is the level of certainty whether the response for each question is the true answer or not. 5% margin of error which is the amount of error from difference in the responses the researcher can tolerate when drawing a conclusion from the data. Hence, 512 are accepted as a representative sample size of the target population. Questionnaires were distributed to 512 from both private (Ethiopia) and government (Ghion) employees proportionately with respect to their job category and position composition. The table below shows proportionate sampling, how the representative sample size (512 employees) was distributed across the various departments.

Table 1 Population Distribution for Ethiopia hotel

<b>NO</b>	<b>Districts</b>	<b>Sampled of Respondent</b>	<b>No of employees</b>
1	Food and beverage service Department	19	20
2	Food production department	23	25
3	Front office department	7	7
4	Housekeeping department	25	27
5	Laundry department	5	5
6	Engineering department	6	6
7	Finance department	5	5
8	Security department	12	13
9	Sale and marketing department	8	8
Total		110	116

Source: Ethiopia Hotel HR office

Table 2 Population Distribution for Ghion Hotel

<b>NO</b>	<b>Districts</b>	<b>Sample of respondent</b>	<b>No of employees</b>
1	Food and Beverage Service Department	44	50
2	Food Production Department	48	55
3	Front Office Department	28	30
4	Gardner	17	18
5	Bell Boy	19	20
6	Concierge	19	20
7	Porter	28	30
8	Housekeeping Department	52	60
9	Laundry Department	28	30
10	Engineering Department	28	30
11	Finance Department	23	25
12	Security Department	21	22
13	GYM Attendant	5	5
14	Health Center	19	20
15	Sale and Marketing Department	23	25
<b>Total</b>		<b>402</b>	<b>440</b>

Source: Gihon Hotel HR office

### **3.4.5. SAMPLING TECHNIQUE**

Sampling includes all procedures that draw conclusions based on the size of a subset of the population (Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M., 2009). A simple random sampling of the population based on the premise that the target population is approximately 440 employees at the Ghion Hotel and 116 permanent employees working at Ethiopia Hotel various departments. Quantitative data analysis was used to record the results.

### **3.5. DATA COLLECTION METHODS AND INSTRUMENT**

In this study used nominal scale in the measurement, the reason for the use of the nominal scale in the measurement of variables and instruments is because the variable has a nominal nature. As in the nominal form, the latter refers to a name or inscription without natural order or measure. They make such data points one way where each class must be inside or outside the other class.

Examples include marital status (married, single), gender (male, female), gender (black, Hispanic, Oriental, white, other), political party (Democrat, Republican, other), blood group (AB, O), B, A) and pregnancy status (pregnant, not pregnant), the value can only be described by name or category; no numbers to add, instead they will be different positions or classifications.

Thus, the nominal scale is most useful in such situations where it accurately represents reality as a measurement condition. This group is like the data group in different classes, without defining the relationship in terms of order or value.

The measurement scales involve closed ended questions with Likert scale was applied from strongly disagree (1) to strongly agree (5) to what extent the respondent agree for dependent and independent variables list of questions.

#### **3.5.1. DATA COLLECTION PROCEDURE**

First, the research proposal was developed and gets approval from the advisor. After the research proposal was approved both hotel HR managers physically asked permission to carry out the study. Once the permission was granted by hotel privet Ethiopia and government Ghion, the researcher develop questionnaire to the study tool with 8 respondents for validity test. Feedback from the questionnaire pilot was used to simplify the language and to clearly state questions. The

questionnaires were printed and physically distributed, and Google drive links are used to the respondents. Respondents were given four days to fill in the questionnaire.

### **3.5.1. DATA CONTENT**

The primary data were collected from employee of Ghion and Ethiopia Hotel through structured questionnaire. The researcher used closed ended questionnaire for gathering information from employees of Ghion and Ethiopia Hotel about the effect of total quality management practice on service delivery. The researcher reviewed secondary sources of information which are hotel annual, books, journals, articles, company website and others.

The primary instrument for data collection in this research was a structured questionnaire having three parts. The main part of the questionnaire was Section B, C and Section D which measures the hotel practice of the case in the study and its effects respectively. For thus, 5 - point Likert scale, on which label given for respondent to express their level of agreement for each item among the scales and then the average score on each trait was used during data analysis and interpretation. This all Section contains 25 items that analyzed was done by using a 5-point scale ranging from 1- to disagree extent' to 5- strongly agree'.

### **3.6. RELIABILITY AND VALIDITY**

These two reliability and validity are the most important when designing a questionnaire and especially when it comes to reliability and validity. According to Hair et al., (2007) reliability implies the extents to which some variables or set of variables is consistent in what it is intended to measure". Reliability analysis is used to measure the consistency of a questionnaire. Validity and reliability of the measures need to be assessed before using the instrument of data collection (Hair et al., 2003). Validity concerns whether an instrument can accurately measure, while

reliability pertains to the consistency in measurement. There are various ways of reliability testing; for this study, Cronbach's alpha is thought to be appropriate. The most used dependability measure is Cronbach's alpha. The following table shows the Alpha coefficients for the dimensions and overall scale determined as a reliability indicator in this study. As mentioned by Andy (2006), Cronbach's alpha values greater than 0.7 are considered good. The alpha values in this investigation were more than 0.7, indicating very good dependability among the questioners.

**Table 3 Result of reliability analysis for the questionnaire**

<b>Indicators</b>	<b>Ethiopia hotel</b>	<b>Ghion hotel</b>
	<b>Cronbach's Alpha</b>	<b>Cronbach's alpha</b>
<b>Total quality management</b>	<b>0.897</b>	<b>0.924</b>
<b>Raw material supply chain management</b>	<b>0.897</b>	<b>0.897</b>
<b>Quality Service delivery and customer management</b>	<b>0.83</b>	<b>0.76</b>

**Source: -SPSS Analysis Result Output, 2024**

Construct validity is the belief that the instruments genuinely measure what they claim to solve this difficulty, the draft survey questionnaire was tested with 8 randomly selected respondents, and the results of the pilot testing were used to develop the final survey questionnaire. The goal of the random test is to assist the researcher in determining if the questionnaire is designed to meet its purpose, particularly in detecting redundant, ambiguous, and unclear questionnaire items.

The random test participants identified certain problematic questions and technical terms that needed to be clarified, which made it much easier for the researcher to amend them before distributing the questionnaire. The random testing was utilized to assess the instrument's reliability and validity, and the feedback collected was helpful in boosting the response rate and understandability of the questionnaire.

### **3.7. METHOD OF DATA ANALYSIS**

In this study used IBM-SPSS version 27 to analyze variance entails descriptive statistics, correlation analysis, Cronbach's alpha, and regression analysis. Generating IBM-SPSS results in Excel files fast-track analysis and presentation. The research source is based on employee perception, literature review and employee response analysis in Ghion and Ethiopian hotels. The final procedure entails a thorough grasp of the data starting from constructing the categories, extracting information and making conclusions. Structured and objective data analysis, and produces invaluable results when evaluating price volatility, demand and other variables.

### **3.8 ETHICAL CONSIDERATIONS**

Ethics is an instrument, or the degree of ethical values related to the tactics of research in case of the knowledge, law, and social obligations of the contributors. So, ethical considerations of the studies related to ethics should be the equity, honesty, transparency and disclosure of techniques and rationale. To ensure confidentiality of the transcripts provided by the respondents, the respondents are not to do the writing of their names and can be assured that the responses will be kept under strict confidential treatment. The purpose of the study was disclosed in the introductory part of the questionnaire.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETAION

#### 4.1. Introduction

This chapter deals with the ansalysis and interpretation of the collected data about Comparative study of total quality management and supply chain management on service delivery. The chapter consists of different topics such as: response rate, demographic characteristics of respondents, a discussion of the final results and the process through which the results were obtained.

#### 4.2. RESPONSE RATE OF THE RESPONDENTS

A total of 512 questionnaires were distributed to assess total quality management and SCM practices on service delivery to hotel staff from two hotels, but I received 485 respondents. The response rate was 95%. This shows that; - the surveyed hotels agreed to provide information relevant to research understudy.

**Table 4 Response rate**

Name of Hotel	Questionnaires Distributed	Questionnaires Returned	Percentage
Ghion Hotel	402	385	96%
Ethiopia Hotel	110	100	91%

Source: Own field survey (2024)

### 4.3. DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

Descriptive analysis in this research is used to observe the data collected and describe the data obtained through the distributed questionnaire. To make the analysis more specific, it is important to make some general observations about the data used to explain all demographic factors, and especially for general or demographic questions. Demographic factors used in this research are gender, age, education level and work experience of respondents in hotels.

**Table 5 Demographic characteristics of the respondents**

<b>Demographic Profile of Respondents</b>					
<b>Demographics</b>	<b>Categories</b>	<b>Ghion Hotel</b>		<b>Ethiopia hotel</b>	
		<b>Frequency</b>	<b>Percent</b>	<b>Frequency</b>	<b>percent</b>
<b>Sex</b>	Male	231	60%	62	62%
	Female	154	40%	38	38%
	<b>Total</b>	<b>385</b>	<b>100%</b>	<b>100</b>	<b>100%</b>
<b>Age</b>	18-30	159	41%	46	46%
	31-45	226	59%	54	54%
	<b>Total</b>	<b>385</b>	<b>100%</b>	<b>100</b>	<b>100%</b>
<b>Education</b>	Certificate	84	22%	9	9%
	Diploma	120	31%	38	38%
	Degree	147	38%	44	44%
	MA& above	34	9%	9	9%
	<b>Total</b>	<b>385</b>	<b>100%</b>	<b>100</b>	<b>100%</b>
<b>Work experience</b>	2-5 years	79	21%	33	33%
	6-10 years	296	77%	67	67%
	11& above	10	3%	-	-
	<b>Total</b>	<b>385</b>	<b>100%</b>	<b>100</b>	<b>100%</b>

Source: Field survey (2024)

The above table indicates that 62 percent of the hotel respondents of Ethiopia hotel were male, and 38 percent were female. In other words, the conclusion to that can be drawn in Ethiopia hotel were female participation was low relative to male.

Regarding Table 5, which explains the case of Hotel Gion 60 percent of the respondents were Male, and the remaining 40 percent were Female. this shows that most respondent in both hotels were male.

As the Table 5, 54 percent of respondents in Ethiopia hotel were found in the age interval of 31 to 45 years. On the other, the remaining 46 percent were found in the age interval of 18 to 30 years. This shows that the Ethiopian hotel age distribution for workers is the same as age distribution for employee in Ethiopian hotel. were the employees being young and middle aged. In the case of Hotel Ghion, 59 percent of the respondents were found in the age interval of 30 to 45 years, and the remaining 41 percent were found in the age interval of 18 to 30 years. From this data researcher can conclude from this data that most of the respondents in the two hotels fell in the age range of 31 to 45 years. From here on, we assume that both hotels have the same age and the number of productive age groups.

Employee Education Level Regarding Table 5, most of the respondents in hotels in Ethiopia are 44 percent were BA degree holders, 38 percent were diploma holders, 9 percent were master's degree holders, and the remaining 9 percent were certificate holders.

As indicated in Table 5, the highest (38%) percentage of respondents in Ethiopia Hotel and Ghion hotel holders of BA; 31 percent are diploma holders, the remaining 22 percent are certificate holders, and the remaining 9 percent are holders of master's degree. From this, we can

infer that the education level of a person in question is a significant input to the efficiency and effectiveness of his/her performances at the hotels.

Work Experience of Respondents Referring to Table 5, 67 percent of Ethiopian hotel respondents have work experience of 6-10 years, while the remaining 33 percent of respondents have 2-3 years of work experience. When we came to GHION Hotel, 77 percent of respondents have work experience of 6-10 years, while 21 percent of respondents have 2 to 3 years of work experience, and the remaining 3 percent have 11 years of work experience. This implies that the selected hotels are well on their way to establishing, maintaining and developing long-lasting relationships with customers to enhance service quality and improve customer management. In general, results of demographic characteristics of the respondents entail that they can clearly understand and respond to the questions provided to gather primary data.

#### **4.4. DESCRIPTIVE ANALYSIS ON SERVICE DELIVERY**

In this chapter, descriptive statistics are provided in the average and standard deviation to present the respondents' level of agreement to the findings of the two identified hotels. Respondents were measured on a five-point Likert scale for the following variables: 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree. For clear and easy analysis on the collected data regarding the average findings and standard deviation, below is the scale. 1 - 1.8 = Strongly Disagree, 1.81 - 2.6 = Disagree, 2.61 - 3.4 = Neutral, 3.41 - 4.20 = Agree, and 4.21 - 5 = Strongly Agree (Best, 1977, as cited in Yamane).

##### **4.4.1. PRACTICES AND CHALLENGE OF TOTAL QUALITY MANAGEMENT**

Total quality management practices are companywide. It requires all areas of the organization to attain the common goal of building a strong relationship with customers. With a strong customer

focus, deeply embedded in the total quality management practice, the whole business was promoting, encouraging, and stimulating valuable relationships. Organizational arrangement and structures need to be flexible and, if necessary, restructured to promote customer-focused, cross-functional team coordination in creating customer-centric value and attracting potential customer pools to the valuable efforts of all hotels organizational functions and wise efforts to consistently deliver customer results. This enables business firms, and their sales force was secure that they can meet customer needs and develop customer relationships. The success of a total quality management Practices requires the commitment of resources at all levels and functions of the firm (Anderson, E.W. and Swaminathan, S, 2005).

**Table 6 Total Quality Management Practices Dimension at Both Hotels**

S. N	Variables of total quality management practices and challenge	Ghion Hotel		Ethiopia Hotel	
		Mean	Std. Deviation	Mean	Std. Deviation
1	The hotel regularly conducts satisfaction surveys to understand customer needs.	3.47	0.502	3.43	0.682
2	The hotel has a regular product review policy to cater for changing customer needs.	3.09	0.288	3.13	0.446
3	Employees are part and parcel of decision-making process in the hotel	3.09	0.288	3.15	0.486
4	Employee motivation influences the quality of service offered	2.92	0.526	3.05	0.442
5	Improvement opportunities are identified using statistical methods.	2.98	0.603	3.04	0.419

6	The hotel lacks a properly defined Plan, Do, Check, Act Cycle.	3.24	0.622	3.28	0.75
7	The hotel makes use of quality circles or innovation groups within the hotel to improve and come up with efficient processes for existing systems.	3.15	0.609	3.15	0.478
<b>Average Mean</b>		<b>3.13</b>	<b>0.49</b>	<b>3.18</b>	<b>0.58</b>

Source: Own survey (2024) n=485

The table explains further about Table 6, that a regular satisfaction survey was conducted to understand that Ghion hotel scored an average score of 3.47 with 0.502 deviations from customer needs, hotels have regular product review policies to change customer needs. Average 3.09 with a standard deviation of 0.288 Employee motivation is part of the decision-making process score 3.09 with a standard deviation of 0.288 Employee motivation influence the quality of service offered has scored a mean of 2.92 with a standard deviation of 0.288. 0.526, improvement opportunities were identified using statistical methods, scoring an average of 2.98 with a standard deviation of 0.603, no well-defined plan, Do, check, action cycle scored 3.24 with a standard deviation of 0.622, using the circle of quality or innovation. The team in the hotel scored 3.15 with a deviation of 0.609 for the improvement and efficiency of the existing system.

Table 7, When I came to Ethiopia Hotel it can be observed that the continuous satisfaction survey to understand customer needs scored an average of 3.43 with a standard deviation of 0.682 while the continuous product review policy to change customer needs scored an average score of 3.13.0.446 standard deviation, Employees are part and parcel of decision-making in the hotel, with a standard deviation of 0.486 and a score of 3.15 on average 3.04 with no well-defined plan, a Do, Check, Act Cycle with. a standard deviation of 0.75 and a score of 3.28 using the quality

circle or innovation team. To improve the existing system and efficient operation, the hotel scored 3.15 with a standard deviation of 0.478.

In this context, we believe that the organizational structure of Ethiopian hotels is better in terms of attracting, retaining and limiting potential customers through manipulative organizational structures, functional teams and customer coordination. Hotel Ghion. Although Ethiopian Hotels are better in terms of commitment to resources, organizational structure and flexible organization, by doing this they can develop a thoughtful approach to customers and gain market share. So Ethiopian hotels are better in terms of good organizational image to deliver quality service and improve customer management.

The data from interviews of General Managers of the two hotels indicates that the hotel aims to enhance its service using a range of measures such as design of an organizational structure that attracts and promotes customers and intensive workforce training to fully implement performance standards at all customer points. In addition to what managers call customer centricity, the company must collect and store meaningful information in a comprehensive customer database. As they say, a customer database is an organized collection of information about an individual customer or prospect. The database must be up-to-date, accessible and mobile to support sales and existing customer relationships while supporting lead generation for new customers. Smart organizations collect data every time they meet with client organizations. Based on what they know about individual customers, organizations can choose market offerings, services, programs, messages and media (Agarwal, A. And Shankar, R., 2002) (Aviv, Y. , 2007).

#### 4.4.2. PRACTICES AND CHALLENGES OF RMSC MANAGMENT

Respondents were asked to report their experience in a similar supply chain management to indicate their level of agreement with supply chain management related to their company using alternative questions formulated on a five-point Likert scale, where 1 is strongly disagree (bad indicator) and 5 is strong agreement (performance the best). A cut-off points of three (median) was used for analysis. Here, more than one third is considered a good performance level, while less than a third is considered a poor performance level that needs improvement and management attention. In addition, improvement was perceived by three researchers (moderate) as an indication of action plans and focus areas.

**Table 7 RMSC Management Practices Dimension**

No	Variables of Raw material Supply chain management practices	Ethiopia Hotel		Ghion hotel	
		Mean	Std. Deviation	Mean	Std. Deviation
1	Resource commitment of chain actors	2.99	0.414	3.04	0.416
2	Partnership development	3.39	0.618	3.28	0.591
3	Information flow	2.86	0.377	2.99	0.144
4	Financial flow	3.39	0.723	3.33	0.644
5	Cost minimization orientations	3.66	0.867	3.64	0.571
6	Maintaining core competencies	3.34	0.742	3.38	0.698
7	Leadership/Management Commitment	2.85	0.386	3.01	0.161
8	Internal Flexibility	3.18	0.593	3.24	0.543
9	Goods and services flow	3.54	0.834	3.52	0.767
<b>Average Mean</b>		<b>3.24</b>	<b>0.617</b>	<b>3.27</b>	<b>0.5</b>

Source: Own survey (2024) n=485

When we come at Hotel Ethiopia, the concern for the commitment of chain actors is 2.99 with a standard deviation of 0.414, Partnership Development has a score of 3.39 with a standard deviation of 0.618, and Information Flow has an average score of 2.86. With a standard deviation of 0.337, Financial Flow has an average score of 3 with a standard deviation of 0.723.39 score, Cost Minimization orientation has an average score of 3.66 with a standard deviation of 0.867, and Maintaining Core Competence has an average score of 3.34. With a standard deviation of 0.742, Leadership/Management Commitment has an average score of 3.18 with a standard deviation of 0.386 and a standard deviation of 2.85, Internal Flexibility has an average score of 3.18 with a standard deviation of 0.593 and a score of 3.54 with a standard deviation of 0.834. In addition, according to employees, hotel in Ethiopia provide Automated Teller Machines in all branches, customer data storage and data mining, and provide online customer service without physical contact for customer convenience is the most defining element of the technology-based total quality management practice to Achieve quality service delivery and customer management of the hotel.

In Hotel Ghion, chain actors Resource Commitment Concern scored 3.04 with a standard deviation of 0.416, Partnership Development scored an average of 3.28 with a standard deviation of 0.591, Information Flow scored an average score of 2.99 with a standard deviation of 0.144, Financial Flow averaged-average 3.33 standard deviation 0.644, Cost minimization orientation scored an average score of 3.64 standard deviation 0.571, Maintaining Core Competence scored an average score of 3.38 standard deviation 0.698, Leadership/Management Standard Score average score of 0.161 with standard deviation 3.01, Internal Flexibility scored an average score of 3.24 with a standard deviation of 0.543, Flow of goods and services scored an average score of 3.52 with a standard deviation of 0.767.

However, it shows that the experience and challenges of raw material supply chain management, a comprehensive customer database, information technology, computer-aided design, online communication services for customer convenience, technology-based Total Quality Management Practices to achieve quality service Delivery and hotel customer management.

Based on the data collected through interviews with Ethiopian hotel CEOs, it shows that the experience and challenges of raw material supply chain management enable the delivery of quality services and customer management by providing customer information to be stored in a database, the company, obtaining customer needs and clarifying behavior, access easy access to information in geographically dispersed departments, easy access for customers in terms of online transactions, fast personal communication that allows customers to feel truly valued and special, may be just one of hundreds of thousands of customers. In addition, both hotels have now introduced a network hoteling system called Swift Card to differentiate their services, reduce customer waiting time and ensure quality service and avoid customer defects for customer management.

#### **4.4.3. PRACTICE OF QUALITY SERVICE DELIVERY AND CUSTOMER MANAGEMENT**

Quality service Delivery and customer management is the improvement of the organization position in the market and improvement of the customer perception of the organization and increased loyalty to products and organizations (Martin, 2005).

**Table 8 Quality Service Delivery and Customer Management Dimension**

No	Variables of quality service Delivery and customer management	Ethiopia Hotel		Ghion hotel	
		Mean	Std. Deviation	Mean	Std. Deviation
1	With TQM practices, the hotel can offer dependable service	3.16	0.581	3.16	0.615
2	TQM practices enable hotel to provide prompt service	3.16	8.581	3.16	0.615
3	With TQM practices, the hotel can generate and issue correct invoices/bills	3.79	0.808	3.79	0.709
4	Willingness of staff to help customers has improved	3.26	0.485	3.27	0.742
5	Willingness and promptness of staff in solving complaints has improved with TQM practices	3.25	0.479	3.23	0.678
6	With MSCM practices, employees are courteous, friendly and polite Cost minimization orientations	2.38	0.488	2.58	0.494
7	Trust worthiness, believability and honesty of employees has improved	2.88	0.383	2.99	0.313
8	TQM practices enable flexibility of staff towards customers' schedules	3.4	0.696	3.4	0.646
9	Appearance of staff has improved with Flexibility	3.27	0.548	3.26	0.729
<b>Average mean</b>		<b>3.17</b>	<b>0.81</b>	<b>3.21</b>	<b>1.04</b>

**Source: Own survey (2024) n=485**

Again, as for table,8 in Ethiopian hotels, with TQM practice, it can give reliable service, has scored a mean of 316, with deviation 0.581, TQM practice allow the hotel to give fast service, means with standard deviation 0.581, 3.16, with TQM. In practice, the hotel can generate and issue invoices/bills, standard deviation 0.808 scored 3.79, staff willingness to help customers scored 0.266 with standard deviation 3.26, staff willingness and speed in resolving complaints with TQM practices 3.25 with standard. average score deviation of 0.479, employees with polite

MSCM practice, friendly and courteous reduced costs with an average of 2.38 with a deviation of 0.488, increased employee trust, confidence and honesty with a deviation of 0.383 and a score of 2.88 with a deviation. from 0.383, TQM practices have enabled employees to be flexible to the customer's schedule the standard scored a 3.40 grade point average; From 0.696 the appearance of Staff improved with flexibility, with a standard deviation of 0.548 and an average score of 3.27.

The employees at Ghion Hotel believe that quality service and management of customers is crucial for any business and especially for a service business. Therefore, following the review of the respondents given with the TQM practices, the hotels will have the ability to provide dependable services, and an average score of 3.16 with the standard deviation of 0.615.

With TQM practices, hotels can provide fast services with an average of 3.16 with the standard deviation of 0.615. With TQM practices, the hotel can prepare and produce accurate invoices/bills, standard deviation 0.709 average score 3.79. With TQM practice, customers are willing to help the customer with an average score 3.27 to 0.742 standard deviation. With the MSCM practice, the staff is willing and fast to resolve a complaint. with TQM practice 0.678 with an average score of 3.23. Employees who are courteous, polite, and friendly and reduce the cost of the hotel, with an average of 0.494 with an average 2.58,

Employees increase trust, trust and honesty, with a deviation of 0.313 with a score of 2.99,

With the TQM practice of customers, employees give more flexibility of the schedule, with an average score of 3.40 with a standard deviation of 0.646. Increase the perception of the employee regarding flexibility with an average score of 3.26 with a standard deviation of 0.729.

#### 4.4.4. SUMMERY OF RESPONDANTE COMPARISON

**Table 9 Comparison Analysis of Respondents**

S. N	Variables	Ethiopia Hotel	Ghion hotel
		Average mean	Average mean
1	Raw material Supply chain management practices and challenge	3.24	3.27
2	Total quality management practices and challenge	3.18	3.13
3	Quality service Delivery and customer management	3.17	3.21

**Source: Own survey (2024) n=485**

The Ghion Hotel has a slightly higher average mean (3.27) for raw material supply chain management practices and challenges than the Ethiopia Hotel (3.24). This indicates that the Ghion Hotel may have slightly better raw material supply chain management practices and have challenges in this area. The Ghion Hotel's better raw material supply chain management could explain its higher average mean of 3.21 for quality service delivery and customer management, compared to 3.17 for the Ethiopia Hotel. Effective raw material supply chain management ensures the availability of key inputs, which can improve service quality and customer happiness. In contrast, the Ethiopia Hotel has a higher average mean of 3.18 for total quality management practices and challenges than the Ghion Hotel (3.13). This suggests that the Ethiopia Hotel may have higher overall quality management practices and have fewer challenges in this area. The Ethiopia Hotel's superior total quality management practices help its excellent service delivery and customer management; however, the difference is minor when compared to

the Ghion Hotel. Effective whole quality management contributes to consistent and high-quality service delivery, which can enhance customer happiness and management.

#### 4.4.5. PERSON CORRELATION ANALYSIS

This study uses correlation analysis to examine the strength of the correlations between the studied variables. Pearson correlation analysis was utilized to establish convergent validity. Pearson correlation coefficients reflect the amount and direction of a link (positive or negative), as well as its intensity (-1.0 + 1.0). Correlations are likely the most fundamental and useful measure of association between two or more variables, (Marczyk, G., DeMatteo, D., & Festinger, D., 2005). Pearson correlation is +1 when there is a perfect rising (positive) linear link (correlation), and -1 and 1 otherwise, reflecting the degree of linear reliance between variables.

In this study Quantitative questionnaires were entered into IBM-SPSS version 27 software to perform correlational analysis such as demographic factors. Based on the questionnaire completed by the workers, the following correlation analysis was carried out and the result is explained in the table below explained.

**Table 10 Correlations Analysis Matrix**

<b>Quality service Delivery and customer management</b>	<b>Correlations</b>	<b>Quality service Delivery and customer management</b>
<b>Ethiopia Hotel</b>		
Raw material Supply chain management practices and challenge	Pearson Correlation	.973**
	Sig. (2-tailed)	.000

Total quality management practices and challenge	Pearson Correlation	.983**
	Sig. (2-tailed)	.000
<b>Ghion Hotel</b>		
Raw material Supply chain management practices and challenge	Pearson Correlation	.989**
	Sig. (2-tailed)	.000
Total quality management practices and challenge	Pearson Correlation	.991**
	Sig. (2-tailed)	.000

Correlation is significant at the 0.01 level (2-tailed). n=485

Source: own Field Survey (2024)

Since all the variables are intermediate, the relationship between the independent variable, i.e., raw material supply chain management practice and Challenge and total quality management practice and Challenge and the dependent variable, i.e., quality service delivery and customer management were investigated Pearson product moment correlation coefficient comparatively.

The findings of the correlation analysis in the table indicate that all the independent variables have a positive and significant correlation with the dependent variables. This implies quality service delivery and Customer management at a confidence level of 99 percent ( $P < 0.01$ ).

The highest correlation is signified by total quality management practice and challenges ( $r = 0.636$ ) in Ethiopia and Gihon hotels.

The comparative analysis of the correlation in the table indicates that all the independent variables (raw material supply chain management practice and challenge) were positively and significantly correlated with the dependent variable. i.e. quality service delivery and customer

management, at a confidence level of 99 percent ( $P < 0.01$ ). in Gihon Hotel than in Ethiopia Hotel was more correlated.

The table's correlation comparative analysis indicates that all independent variables (Total Quality Management Practices and Challenge) were positively and significantly correlated with the dependent variable, that is, quality service delivery and customer management at a 99 percent confidence level ( $P < 0.01$ ) were more correlated in Ethiopia hotel than Ghion hotel.

#### **4.4. MULTIPLE REGRESSION ANALYSIS FOR EFFECT OF TQM AND SCM ON SERVICE DELIVERY**

Multiple regressions are the most popular and widely used method for analyzing the connection between a single continuous dependent variable and numerous categorical independent variables (Georgise F.B., Thoben K., & Seifert M, 2012). In this work, hierarchical regression was used to perform multiple regression analyses. This is done to check the impact of the independent variables on the dependent variables and determine the significant variables that are associated with the dependent variable, that is, the independent variable is the (raw material supply chain management practices and Challenge and total quality management practices and challenge the dependent variable, i.e. Quality service Delivery and customer management in two Hotels. The proposed hypotheses were tested using multiple regression analysis. The results of the regression analysis are depicted on table 11.

#### 4.4.1. MODEL SUMMARY

Table 11 Model summary of Regression Analysis

Name of Hotels	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	Collinearity Statistics VIF
Ethiopia Hotel	.986	.971	.971	.13036	1.220	1.035
Ghion Hotel	.994	.987	.987	.11421	.426	1.121

Source: SPSS Regression Result Output, 2024

Predictors (continuous): Raw material supply chain management experience and difficulties and quality management experience and difficulties. Dependent variable: Quality service delivery and customer management

Table 11 depicts the results of multiple regressions of four underpinnings of operational management practices and challenges in two Hotels.

The adjusted R-square of 0.971 in Ethiopian hotels reveals that 97.1 percent of the variation of quality service delivery and customer management is attributed to the four independent variables entered the regression and the remaining 2.9 percent of variance in quality service delivery and customer management can be explained by such factors. as perceived value, cooperation, commitment.

Lastly, 0.987 adjusted R square in Ghion Hotel, which describes 98.7 percent variation in quality service delivery and customer management attributed to the independent variables included in the regression, and the rest, 1.3 percent of service quality, can be explained by Quality service

delivery and customer management with other factors like perceived value, cooperation, and commitment. The study's computed result of an assumption test indicates positive autocorrelation.

#### 4.4.2. ANOVA TABLE

The ANOVA table 12 shows the significance of the entire model ( $P < 0.05$ ), the dependent variable has a positive relationship with the independent variable because the result of the P value is less than 0.05, According to the model (George, D., Mallery, P., & Mallery, P., 2003).

**Table 12 ANOVA**

RESPONDENTS Model		Sum of	DF	Mean Square	F	Sig.	
Hotel		Squares					
Ghion Hotel	1	Regression	186.185	2	93.093	15512.167	.000 <sup>b</sup>
		Residual	2.439	383	.006		
		Total	188.624	385			
Ethiopia hotel	1	Regression	47.063	2	23.532	1678.786	.000 <sup>c</sup>
		Residual	1.394	98	.014		
		Total	48.457	100			

Source: SPSS Regression Result Output,2024

A. Dependent variable: Quality service delivery and customer management

B. Predictors: (Continued), Raw Material Supply Chain Management Experience and Challenges, Quality Management and Challenges.

C. Predictors: (Continued), Raw Material Supply Chain Management Experience and Challenges, Quality Management and Challenges

#### 4.4.3. COEFFICIENT

Dependent Variable: Quality Service Delivery and Customer Management. Based on the coefficient table 13 shows the effect of operational management practices and challenges on quality service delivery and customer management in each hotel. Using the results of this multiple regression coefficient, the hypothesis proposed for this study is tested in the following analysis.

The under depicted Table 12 clearly show that raw material supply chain management and practice has a significant effect on the quality-of-service delivery and customer management in two hotels ( $p < 0.01$ ). In addition, the beta values ( $\beta = .302$  and  $.447$ ) in Ethiopia and Ghion Hotel indicate a positive effect of raw material supply chain management on quality service delivery and customer management. This means that an increase of one percent in the supply chain management of raw materials leads to an increase of 30.2 and 44.7 percent in the delivery of quality services and customer management for Ethiopia and Ghion hotel, respectively.

**Table 13 Coefficients**

Model	Ethiopia Hotel			Ghion Hotel		
	Beta ( $\beta$ )	T	Sig.	Beta ( $\beta$ )	T	Significance Level.
(Constant)	.257	3.807	.000	.133	4.196	.000
Raw material Supply chain management practices and challenge	.302	3.701	.000	.447	8.782	.000

Total quality management practices and challenge	.618	8.376	.000	.507	10.729	.000
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Source: SPSS Regression Result Output,2024

The results of the Multiple regression analysis in Table 11 above show that total quality management has a significant effect on the quality-of-service delivery and customer management in two hotels ( $p < 0.01$ ). The beta value ( $\beta = .618$  and  $.507$ ) in Ethiopia and GION HOTEL is in line with the positive effect of quality management on quality service delivery and customer management. It means that an increase in total quality management by one percent results in an increase of 61.8 and 50.7 percent in quality service delivery and customer management of Ethiopia and Ghion Hotel, respectively. Therefore, the hypothesis that is proposed above is accepted.

In general, the multiple regression analysis clearly demonstrates that the independent variable: - operational management practices and challenge have positive and significant influence on the dependent variable (Quality service Delivery and customer management) in two Hotels.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION**

#### **5.1. INTRODUCTION**

This chapter summarizes the study findings and results and based on the key findings and results, conclusions are drawn, and some recommendations are given accordingly.

The main objective of this study was to assess and identify the investigate the effects of total quality management and Supply Chain Management on service delivery of the hotel industry: A Comparative Study of Selected Private (Ethiopia) and Government (Ghion) hotel. Therefore, the researcher has summarized the findings, and has given conclusions and recommendations based on the information collected and analyzed.

#### **5.1. SUMMARY OF FINDINGS**

The main purpose of this study is to investigate the effect of total quality management practice on service delivery a comparative way of selected (Ethiopian) private and (Ghion) government hotel. In this research, both the research approaches are implemented and used the descriptive research design for its purpose. On this section the researcher presents the summary of key findings of the study, and they are outlined as follows.

- ✓ The Ghion Hotel has a slightly higher average mean (3.27) for raw material supply chain management practices and challenges compared to the Ethiopia Hotel (3.24), indicating better raw material supply chain management. This likely explains the Ghion Hotel's higher average mean of 3.21 for quality service delivery and customer management

compared to 3.17 for the Ethiopia Hotel. In comparison, the Ethiopia Hotel has a higher average mean of 3.18 for total quality management practices and challenges than the Ghion Hotel (3.13), indicating better overall quality management. The Ethiopia Hotel's outstanding whole quality management adds to its great service delivery and customer management; however, the difference with the Ghion Hotel is minimal.

- ✓ From the correlation analysis matrix, Also the result of correlation analysis that all the independent variables, which are raw material supply chain management practices and challenges, and total quality management practice and challenges are positively and significantly correlated with the dependent variable, which is providing quality service delivery and customer management at the 99 percent confidence level (customer service)  $P < 0.01$ ).
- ✓ To further assess the multiple regressions of results of the four underpinnings of service quality exhibited that the model tested in two hotels is significant ( $p < 0.01$ ) Additionally, R-square Hotel Ethiopia is 0.491, which means that 49.1 percent of the market performance regressed in two independent variables. The remaining 50.9 percent of the variance in quality service delivery and customer management is attributed to value, collaboration etc. other factors such as In Hotel Ghion, R-squared 0.230 indicates that 23.0 percent of market performance regressed in four independent variables.
- ✓ Using ANOVA, the ANOVA regression analysis shows the overall significance of the model ( $P < 0.05$ ) that there is a positive relationship between the independent Variables jointly and the dependent variable as the result of P value is less than 0.05.
- ✓ Hypothesis testing from result of multiple regressions indicates that in two Hotels Raw material Supply chain management has significant influence on Quality service Delivery

and customer management ( $p < 0.01$ ). Besides, the value of beta in Ethiopia and Ghion Hotel ( $\beta = .302$  and  $.447$ ) respectively shows that the positive influence of Raw material Supply chain management on Quality service Delivery and customer management. This implies that a one percent increase in Raw material Supply chain management results in 30.2 and 44.7 percent increase in Quality service Delivery and customer management of Ethiopia and Ghion hotel.

- ✓ The study focuses on the implications of Total Quality Management (TQM) practices and challenges, as well as the management of the raw material supply chain (SCM), with a particular emphasis on service delivery in Ethiopia and the Ghion Hotel. The study is based on employee impressions.
- ✓ The findings suggest that Ghion Hotel demonstrates a high level of TQM practices, whereas the measurement of SCM practices is only high at Ghion Hotel. However, this level of practice is not deemed adequate, and both hotels should seek to develop further.
- ✓ To improve service delivery, Ghion hotel (a government-owned hotel) should focus on characteristics like service quality, core competency, leadership, cost control, and flexibility. Ethiopia Hotel (a private hotel) should prioritize SCM processes over Ghion Addis Ababa Hotel.

## **5.2. CONCLUSION**

The study investigated the effects of total quality management (TQM) practices and challenges, as well as raw material supply chain management (SCM), on service delivery in Ethiopian private and government-owned hotels, with a particular emphasis on the Ghion Hotel. The study followed a descriptive research design and included both qualitative and quantitative research methods.

The finding found that Ghion Hotel has slightly better raw material supply chain management practices and challenges than Ethiopia Hotel. This is evidenced by Ghion Hotel's better average means for quality service delivery and client management. However, Ethiopia Hotel has a higher average mean for total quality management practices and challenges than Ghion Hotel, indicating superior overall quality management.

At 99 percent confidence, the correlation analysis demonstrated a positive and substantial association between the independent variables (raw material SCM practices and challenges, TQM practices and challenges) and the dependent variable (quality service delivery and customer management). The multiple regression analysis validated the model's relevance, with R-square values indicating that the independent variables account for 49.1 percent of market performance in Ethiopia Hotel and 23.0 percent in Ghion Hotel.

The ANOVA regression analysis confirmed the model's overall significance, suggesting a positive link between the independent factors and the dependent variable ( $p\text{-value} < 0.05$ ). Furthermore, the hypothesis testing findings from the multiple regressions confirmed the notion that raw material SCM had a substantial impact on quality service delivery and customer management in both hotels. The ANOVA regression analyses confirmed the model's overall significance, suggesting a positive link between the independent factors and the dependent variable ( $p\text{-value} < 0.05$ ). Furthermore, the hypothesis testing findings from the multiple regressions confirmed the notion that raw material SCM had a substantial impact on quality service delivery and customer management in both hotels.

Based on these data, the study makes numerous conclusions and recommendations. Ghion Hotel should prioritize areas such as service quality, core competency, leadership, cost control, and flexibility to improve service delivery. Ethiopia Hotel should prioritize SCM improvement over

Ghion Hotel. Both hotels should strive for continuous improvement in their TQM and SCM procedures.

### **5.3. RECOMMENDATION**

Based on the findings and the conclusions drawn, the following recommendations are forwarded.

- ✓ Both Ghion Hotel and Ethiopia Hotel should strive to improve their raw material SCM processes. This includes improving procurement processes; ensuring raw material delivery is on time and reliable, and maintaining excellent supplier relationships. Streamlining SCM processes will help to improve overall service delivery.
- ✓ Both hotels demonstrated a high level of TQM procedures, although there is still needed for improvement. They should prioritize service quality, customer happiness, personnel training, and ongoing progress. Implementing complete quality management systems and tools will contribute to consistent and exceptional service delivery.
- ✓ As a government-owned hotel, Ghion hotel should use its core competencies and leadership to maximize service delivery. This includes identifying and promoting the organization's distinct assets and talents, as well as developing effective leadership at all levels. Ethiopia Hotel, as a private hotel, should prioritize leadership development to ensure service quality. Both hotels should focus on cost-cutting methods without sacrificing service quality. This can be accomplished by allocating resources efficiently, budgeting effectively, and conducting regular cost analyses. Additionally, increasing operational flexibility and adjusting to changing consumer expectations would improve service delivery and customer happiness.
- ✓ Both hotels should prioritize collaboration within their own companies and with external stakeholders. This includes developing good relationships with customers, suppliers, and

industry partners. By encouraging collaboration, they may work together to create value for customers, improve service delivery, and drive overall performance.

- ✓ It is critical to regularly monitor and evaluate TQM techniques, SCM processes, and service delivery metrics. This will assist identify areas for improvement, address obstacles, and assure long-term progress. Implementing performance measuring tools and conducting frequent assessments will allow hotels to monitor their progress and make necessary changes.
- ✓ The Ghion hotel and Ethiopia Hotel shall actively participate in knowledge-sharing and benchmarking initiatives. Learning from industry best practices and discussing experiences with other hotels can bring useful insights and improvement ideas. Participating in industry forums, conferences, and training programs can help to exchange knowledge and foster lifelong learning.

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## **Appendix**

### **RE: REQUEST TO COMPLETE RESEARCH QUESTIONNAIRE**

As part of a requirement for a master's degree, it is my responsibility to research and write. The research topic is to assess total management practices and challenges of the comparative way of the selected private and government hotel industry, I believe that the results of this study will help the hotel to develop a quality service improvement strategy will help distinguish and improve hotel products and services.

The attached survey questionnaire is intended to obtain relevant information about your organization in relation to the area under investigation. Your responses to the readings will be treated with the utmost confidentiality. Please fill in all the sections as objectively as possible. Your cooperation will be highly appreciated.

#### **APPENDIX IV: QUESTIONNAIRE**

##### **SECTION A: GENERAL INFORMATION**

Thank you for taking the time to fill out this form. Your answers to the questions here will be treated with the utmost confidentiality. Please answer the following questions to the best of your ability. Mark where necessary

1. How long has the hotel operated?

Less than 5 years  6-10 years  11-15 years  Over 15 years

2. Academic level?

Primary <input type="checkbox"/>	Secondary <input type="checkbox"/> Certificate <input type="checkbox"/>
Diploma <input type="checkbox"/>	Degree <input type="checkbox"/> Postgraduate <input type="checkbox"/>

3. How long have you been employed by the hotel?

Less than 1 year  2-4 years  5-7 years  8-10 years  Over 10 years

4. Under which department/division do you belong?

Food and Beverage Production  Food and Beverage Service  Human Resource

Procurement  IT  Security  Front office  Housekeeping  Banqueting

Finance & Control  Maintenance  Safety & Emergency  Sales and Marketing

## SECTION B: TOTAL QUALITY MANAGEMENT PRACTICES

Kindly express with a tick your opinion on the below statements. Apply a scale of:

1= strongly disagree 2= disagree 3=don't know 4= agree 5=strongly agree

Customer management		Response				
No	Description	1	2	3	4	5
I.	The hotel regularly conducts satisfaction surveys to understand customer needs.					

II.	The hotel has a regular product review policy to cater for changing customer needs.					
<b>Employee Empowerment</b>						
I.	Employees are part and parcel of decision-making process in the hotel					
II.	Employee motivation influences the quality of service offered					
<b>Continuous Improvement</b>						
II.	Improvement opportunities are identified using statistical methods.					
III.	The hotel lacks a proper defined Plan, Do, Check, Act Cycle					
IV.	The hotel makes use of quality circles or innovation groups within the hotel to improve and come up with efficient processes for existing systems.					
<b>SECTION C, RAW MATERIAL SUPPLY CHAIN MANAGEMENT</b>						
<b>External Variable</b>						
I.	Resource commitment of chain actors					
II.	Partnership development					

III	Information flow					
IV.	Financial flow					
V.	Goods and services flow					
I.	<b>Internal drivers</b>					
II.	Cost minimization orientations					
III.	Maintaining core competencies					
IV.	Leadership/Management Commitment					
V	Internal Flexibility					
<b>SECTION D: QUALITY SERVICE DELIVERY</b>						
I.	With TQM practices, the hotel has the ability to offer dependable service					
II.	TQM practices enable hotel to provide prompt service					
III.	With TQM practices, the hotel can generate and issue correct invoices/bills					
IV.	Willingness of staff to help customers has improved with TQM practices					

V.	Willingness and promptness of staff in solving complaints has improved with TQM practices					
VI.	With Material Supply Chain Managements practices, employees are courteous, friendly, and polite Cost minimization orientations					
VII.	Trust worthiness, believability and honesty of employees has improved with TQM practices					
VIII.	TQM practices enable flexibility of staff towards customers' schedules					
IX.	Appearance of service staff has improved with TQM practices					