

Total Quality Management Practices, Importance and Guest Satisfaction Among the Selected Resorts in Camotes Islands

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Abstract: Total Quality Management (TQM) is a key way to help a business stay competitive. This study looked at how much TQM is used and valued by resort staff and how it affects guest satisfaction. Surveys were given to 12 supervisors, 155 employees, and 154 guests from 12 resorts in the towns of San Francisco, Poro, and Pilar in the Camotes Islands.

The results showed that both supervisors and employees rated the importance of Total Quality Management (TQM) indicators as very important, with average scores of 3.78 and 3.71, respectively. This includes management leadership (3.76); resource management (3.70); measurement and feedback (3.69); continuous improvement (3.67); supplier quality (3.77); systems and processes (3.77); education and training (3.76) and work environment and culture (3.83). For how well TQM is practiced, both groups rated it as very high—supervisors gave a 3.36 average, and employees gave 3.59. Continuous improvement had the lowest average mean rating of 3.23 or high as perceived by the supervisors and followed by measurement and feedback with a mean of 3.27 or high. As noted in the result of the study for the level of practice, the supervisors had a low rating than the employees of the Total Quality Management (TQM) but for level of importance the supervisors got higher rating in all the indicators than by the rating of the employees.

An improvement plan is needed in some aspects of the TQM indicators to further enhance current practices and maintain high performance for total quality management indicators.

Keywords: Total Quality Management practices and importance, resorts, Camotes Islands, guest satisfaction, descriptive method

I. INTRODUCTION

The tourism and hospitality industry continues to experience rapid transformation driven by globalization, technological innovation, increasing customer expectations, and intensified market competition. These developments require hospitality organizations to adopt strategic management approaches that ensure service excellence while sustaining organizational competitiveness. Among these approaches, Total Quality Management (TQM) has emerged as one of the most comprehensive management philosophies for achieving continuous organizational improvement through customer-focused quality enhancement.

Quality has become one of the principal determinants of organizational success in hospitality and tourism. Unlike manufacturing industries where product quality can be objectively measured, service quality in hospitality is primarily evaluated through guests' perceptions and experiences. Consequently, accommodation establishments must consistently provide high-quality services that satisfy or exceed customer expectations to remain competitive. Customer satisfaction has therefore become a key performance indicator because satisfied guests are more likely to revisit destinations, recommend establishments to others, and contribute to sustainable tourism development.

Total Quality Management emphasizes continuous improvement involving every member of an organization. It integrates leadership commitment, employee participation, process management, supplier relationships, customer focus, and organizational culture into a unified management system aimed at achieving long-term organizational excellence. Previous studies have demonstrated that organizations implementing TQM experience improvements in operational efficiency, employee performance, service quality, customer satisfaction, and organizational competitiveness.

Within the Philippine tourism industry, particularly among small and medium-sized resort establishments, implementing structured quality management systems remains a continuing challenge. Although many resorts strive to provide quality services, variations still exist in management practices, employee competencies, facility maintenance, customer feedback mechanisms, and continuous improvement initiatives. These inconsistencies may directly influence guest satisfaction and organizational performance.

Camotes Islands, one of Cebu Province's emerging island tourism destinations, has experienced substantial growth in domestic tourism over the past decade. The increasing number of resort accommodations has intensified competition among tourism enterprises, making quality management an essential strategic requirement rather than merely an operational function. Despite the growing importance of the tourism sector in the locality, empirical studies examining the implementation of Total Quality Management among resort accommodations remain limited.

This study addresses this research gap by assessing the level of importance and implementation of Total Quality Management practices among selected resorts in Camotes Islands and determining their relationship with guest satisfaction. Specifically, the study evaluates eight core dimensions of TQM, namely management leadership, resource management, measurement and feedback, continuous improvement, supplier quality management, systems and processes, education and training, and work environment and culture. Guest satisfaction is likewise examined through responsiveness, professionalism, service quality, delivery, competitiveness, and overall service quality.

The findings contribute to hospitality management literature by providing empirical evidence on how Total Quality Management influences customer satisfaction within island resort destinations. Furthermore, the results offer practical guidance for resort owners, tourism managers, policymakers, and hospitality educators in designing quality improvement initiatives that enhance organizational performance and strengthen the competitiveness of tourism establishments in emerging destinations.

II. RESEARCH METHODOLOGY

A. Research Design

This study employed a **descriptive-correlational research design** to determine the level of importance and implementation of Total Quality Management (TQM) practices and their relationship with guest satisfaction among selected resort accommodations in Camotes Islands, Cebu, Philippines. The descriptive component was used to assess respondents' perceptions regarding the importance and extent of TQM implementation, while the correlational component examined the relationships among TQM importance, TQM practices, and guest satisfaction. A qualitative component through key informant interviews supplemented the quantitative findings by identifying operational challenges encountered by resort management.

B. Research Locale and Participants

The study was conducted in twelve accredited resort accommodations located in the municipalities of **San Francisco, Poro, and Pilar** in Camotes Islands, Cebu, Philippines. These municipalities represent the major tourism destinations within the island group.

The respondents comprised three groups: **12 resort supervisors or managers, 155 regular and probationary employees, and 154 guests**, yielding a total of **321 survey respondents**. Managers and employees were selected using purposive sampling because of their direct involvement in quality management practices, whereas guests were selected through random sampling during weekends, the period with the highest occupancy rates. The participating resorts were selected based on their operational status and compliance with the standards for resort accommodations.

C. Research Instrument

Data were collected using two modified survey questionnaires. The first questionnaire, adapted from Zadry et al. (2006), measured the importance and implementation of eight dimensions of Total Quality Management: management leadership, resource management, measurement and feedback, continuous improvement, supplier quality management, systems and processes, education and training, and work environment and culture. The second questionnaire assessed guest satisfaction across six service dimensions: responsiveness, professionalism, service quality, service delivery, competitiveness, and overall quality.

Both instruments underwent content validation by experts from academia and the hospitality industry to ensure clarity, relevance, and content validity before administration.

D. Data Collection Procedure

Prior to data collection, formal approval was obtained from the concerned local government units, resort owners, and resort managers. The purpose of the study was explained to all respondents, and informed consent was secured before participation.

Questionnaires were personally administered to managers and employees, while guest surveys were distributed immediately before guests checked out of the participating resorts. Trained research assistants facilitated questionnaire distribution and retrieval to ensure consistency in data collection. Key informant interviews were likewise conducted with selected resort managers to identify operational challenges and quality management issues.

E. Data Analysis

Descriptive and inferential statistical techniques were employed in analyzing the collected data. Weighted means and standard deviations were computed to determine the level of importance and implementation of Total Quality Management practices as well as the level of guest satisfaction. Pearson's Product-Moment Correlation Coefficient (Pearson's r) was utilized to determine the significance of the relationships among TQM importance, TQM implementation, and guest satisfaction. Statistical analyses were performed using an appropriate significance level to test the study's hypotheses.

Qualitative responses obtained from key informant interviews were analyzed using thematic analysis to identify recurring operational issues and management concerns. The qualitative findings were integrated with the quantitative results to provide a comprehensive interpretation of the study.

F. Ethical Considerations

The study adhered to established ethical principles governing research involving human participants. Participation was voluntary, and informed consent was obtained from all respondents prior to data collection. Participants were informed of the objectives of the study, their right to withdraw at any time, and the confidentiality of their responses. All collected information was used exclusively for academic purposes, and respondent anonymity was maintained throughout the research process. The principles of respect for persons, beneficence, and justice guided the conduct of the study.

III. RESULTS AND DISCUSSION

A. Importance of Total Quality Management Practices

The findings revealed that both supervisors and employees considered all dimensions of Total Quality Management (TQM) to be **very important** in the operation of resort accommodations. Overall, supervisors obtained a higher composite mean (3.78) than employees (3.71), indicating that management personnel exhibited greater appreciation of quality management principles. Among the eight TQM dimensions, **Work Environment and Culture** received the highest importance rating (3.83), followed by **Systems and Processes** (3.77), **Supplier Quality**

Management (3.77), Education and Training (3.76), and Management Leadership (3.76). The lowest-rated dimension was **Continuous Improvement (3.67)**, although it remained within the "Very Important" descriptive category.

The results suggest that resort managers recognize the importance of establishing a positive organizational culture that promotes employee engagement, teamwork, and quality service delivery. Likewise, the high ratings assigned to systems and supplier quality management indicate the growing recognition that operational efficiency and reliable supplier relationships contribute significantly to organizational performance.

These findings support the Total Quality Management philosophy proposed by Deming, Juran, and Oakland, emphasizing that quality improvement should encompass all organizational functions and involve every member of the organization. The results likewise corroborate previous studies indicating that management commitment and organizational culture are among the strongest predictors of successful TQM implementation within service industries.

B. Level of Total Quality Management Practices

The implementation of Total Quality Management practices among the participating resorts was generally assessed as **Highly Practiced**. Employees reported a slightly higher overall mean (3.59) than supervisors (3.36), suggesting that operational personnel perceived quality initiatives to be more consistently implemented than did management.

Among the eight TQM dimensions, **Work Environment and Culture** demonstrated the highest implementation level, reflecting management's efforts to establish a supportive workplace that encourages employee participation and service excellence. High implementation levels were likewise observed in **Management Leadership, Resource Management, Systems and Processes, Education and Training, and Supplier Quality Management**.

Conversely, **Continuous Improvement** obtained the lowest implementation rating (3.23) among supervisors, followed by **Measurement and Feedback (3.27)**. Although both indicators remained within the "Highly Practiced" category, their comparatively lower ratings suggest opportunities for strengthening organizational learning, performance monitoring, and systematic quality enhancement initiatives.

The findings indicate that while resort accommodations have generally adopted quality management practices, continuous quality improvement programs and customer feedback mechanisms require further institutionalization. Similar observations have been reported in hospitality literature, where continuous improvement remains one of the most difficult TQM dimensions to sustain because it requires long-term organizational commitment and systematic performance evaluation.

C. Level of Guest Satisfaction

Guest satisfaction was evaluated across six service dimensions: responsiveness, professionalism, service quality, service delivery, competitiveness, and overall quality. The results indicated that guests rated their overall satisfaction as **Excellent**, suggesting that participating resorts consistently met or exceeded customer expectations.

High satisfaction ratings were particularly observed in employee professionalism and responsiveness, indicating that resort personnel demonstrated courtesy, competence, and promptness in delivering services. Likewise, guests expressed favorable perceptions regarding service quality, facility conditions, and the overall hospitality experience.

These findings reinforce the central principle of customer-focused management, which posits that organizational success depends on the ability to consistently satisfy customer expectations. In the hospitality industry, positive guest experiences contribute to customer loyalty, favorable word-of-mouth promotion, revisit intention, and long-term organizational sustainability.

D. Relationship between Total Quality Management and Guest Satisfaction

Pearson's Product-Moment Correlation analysis revealed statistically significant positive relationships among the **importance of Total Quality Management, the level of TQM implementation, and guest satisfaction**. Specifically, the study confirmed significant relationships between:

1. the importance of TQM and the level of TQM implementation;
2. the importance of TQM and guest satisfaction; and
3. the level of TQM implementation and guest satisfaction.

These findings led to the rejection of all null hypotheses and demonstrate that stronger implementation of Total Quality Management practices is associated with higher levels of guest satisfaction.

The results provide empirical evidence that quality management practices directly influence customer experiences in resort accommodations. Effective leadership, employee development, systematic quality monitoring, supplier collaboration, and supportive organizational culture collectively enhance service delivery and customer satisfaction. The findings are consistent with previous hospitality management studies, which emphasize that organizations implementing comprehensive quality management systems achieve superior customer satisfaction and stronger competitive advantage.

E. Challenges Encountered by Resort Management

Despite the generally positive assessment of TQM implementation, resort managers identified several operational challenges affecting quality management. These include inadequate employee training opportunities, limited financial resources for facility improvement, inconsistencies in customer feedback utilization, shortages of qualified personnel, and increasing competition within the tourism industry.

The relatively lower ratings assigned to continuous improvement and measurement and feedback further reflect these operational constraints. Addressing these issues requires sustained management commitment, continuous capability-building programs, investment in employee development, and the adoption of structured quality monitoring systems.

Based on these findings, the study recommends the implementation of a comprehensive Total Quality Management Improvement Program focusing on leadership

development, continuous employee training, customer feedback management, process standardization, supplier partnership enhancement, and organizational culture strengthening. These initiatives are expected to further improve service quality, increase guest satisfaction, and enhance the long-term competitiveness of resort accommodations in Camotes Islands.

IV. CONCLUSION

This study examined the importance and implementation of Total Quality Management (TQM) practices and their relationship with guest satisfaction among selected resort accommodations in Camotes Islands, Cebu, Philippines. The findings demonstrated that both supervisors and employees regarded all eight TQM dimensions as **very important**, highlighting the critical role of quality management in achieving organizational excellence within the hospitality industry.

The participating resorts generally exhibited a **high level of TQM implementation**, particularly in the areas of management leadership, resource management, systems and processes, education and training, supplier quality management, and work environment and culture. However, continuous improvement and measurement and feedback received comparatively lower ratings, indicating opportunities for further enhancement through systematic quality monitoring and continuous organizational learning.

Guest satisfaction was evaluated as **excellent**, suggesting that the participating resorts consistently delivered services that met or exceeded customer expectations. The positive assessments of responsiveness, professionalism, service quality, delivery, competitiveness, and overall quality demonstrate the effectiveness of existing quality management initiatives in enhancing the customer experience.

More importantly, the study established significant positive relationships between the importance of TQM, the level of TQM implementation, and guest satisfaction. These findings affirm that effective quality management practices contribute substantially to improved customer satisfaction and organizational performance. Resort establishments that invest in leadership commitment, employee capability development, customer-focused processes, supplier collaboration, and a supportive organizational culture are more likely to achieve sustainable competitive advantage within the tourism industry.

Based on these findings, the study concludes that Total Quality Management remains a strategic management approach for enhancing service quality and guest satisfaction among resort accommodations. Continuous investment in employee development, customer feedback systems, quality assurance mechanisms, and organizational improvement initiatives is recommended to strengthen the long-term competitiveness and sustainability of resort operations in Camotes Islands and similar tourism destinations.

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