ASCERTAINING THE EXTENT TO WHICH TQM DIMENSIONS DRIVE HOTEL PERFORMANCE: EVIDENCE FROM MAURITIUS

[1]LOMENDRAVENCATAYA, [2]RAMESSUR MONESH SHARMAH

University of Mauritius
E-mail : l.vencataya@uom.ac.mu

Abstract - Mauritius's hotel and tourism industry having been a cornerstone of the economy was abruptly disrupted by COVID-19, triggering revenue losses, structural setbacks, and a slow, unstable recovery amid shifting traveller preferences and pre-existing sector challenges. Despite its strong economic contribution and luxury positioning, increasing competition has pushed hotels to move beyond traditional quality frameworks toward relationship-centric strategies, with many adopting TQM while paying insufficient attention to its human-centred dimensions. This study addresses that gap by assessing how key TQM practices relate to employee satisfaction and hotel performance, drawing on validated constructs and seven soft TQM factors (leadership, training, customer focus, continuous improvement, supplier quality management, process management, and employee fulfilment). Positioned in a developing-country context, the study frames TQM as a predictive tool for engagement and performance, offering practical guidance for Mauritian hotel managers to strengthen customer loyalty through empowered, quality-driven service teams.

This study investigates the influence of Total Quality Management (TQM) practices on employee satisfaction and hotel performance within the Mauritian hospitality sector.Structured questionnaires were distributed to 32 hotels in Mauritius. Fifteen responses were expected from each hotel. The response rate turned out to be 33.1% as 159 valid questionnaires were obtained. Employing Partial Least Squares Structural Equation Modeling (PLS-SEM), the analysis reveals that TQM significantly enhances employee satisfactionand hotel performance, while employee satisfaction exerts a modest yet statistically significant effect on performance outcomes. These findings validate a multidimensional TQM framework and emphasize the strategic role of quality management in driving service excellence.

Theoretically, the research contributes by contextualizing TQM within a developing country and presenting a sound structural model applicable to service industries. Practically, it outlines the importance of integrating quality principles into daily operations and positioning employee engagement as a lever for organizational success. Overall, the study advocates for a strategic, employee-centered approach to quality as a pathway to sustainable performance in hospitality.

Keywords - Total Quality Management (TQM), Employee Satisfaction, Hotel Performance, Partial Least Square Structural Equation Modeling (PLS-SEM)