

Award by the Korean Standards Association. However, only a few hotels in Korea have adopted quality management at present. More hotels need to adopt more systematic quality management.

The purpose of this paper is to explain the reasons why the hotel industry should adopt hotel service quality management. This paper, therefore, examines the effects of hotel service quality management on customer satisfaction in the super deluxe hotels in Korea. By applying 4 categories of Malcolm Baldrige National Quality Award to hotel service management, 4 categories for hotel service total quality management are revealed in this study.

THEORETICAL BACKGROUND

Service Quality

In service organizations, the assessment of the quality of a service is made during the actual delivery of the service—usually an encounter between the customer and a service provider. Parasuraman et. al.(1985) introduced a 22-item scale for measuring service quality, called SERVQUAL, the model has been widely adopted in a range of industries.

SERVQUAL focuses on its five dimensions of service quality. The dimensions, seemingly applying to virtually all service businesses, include "tangibles" (physical goods and facilities, equipment, and appearance of personnel), "reliability" (ability to perform the promised service accurately), "responsiveness" (willingness to help customers and provide prompt service), "assurance" (knowledge and courtesy of employees and their ability to inspire trust and confidence), and "empathy" (caring and individualized attention the firm provides its customers).

The model conceptualizes service quality as a gap between customer's expectation(E) and the perception of the service providers' performance(P). According to Parasuraman et al.(1985, 1988, 1991), service quality should be measured by subtracting customer's perception scores from customer

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expectation scores($Q-P-E$). The gap that may exist between the customers' expected and perceived service is not only a measure of the quality of the service, but is also a determinant of customer satisfaction/dissatisfaction.(A. Pizam and T. Ellis, 1999)

To measure customer satisfaction, one needs to anticipate which dimensions or attributes of the product/ service customers are using in their overall quality assessment. As Table 1 shows, various material and non-material attributes, which affect the quality of hotel service, have been evaluated differently by different scholars.

Customer Satisfaction

When a hotel responds to customer needs, customers are more loyal and willing to give it more of their business. After all, the marketplace offers a wide variety of choices, so when customers are pleased with their choice, they are more likely to stand by that choice - perhaps for life.(S.A.Brown, 1996) Positive word of mouth is most effective and least expensive, form of advertising.

"Customer satisfaction management" aims at achieving complete customer satisfaction with company products and services. Its method is to measure customer satisfaction periodically and statistically and, based on the results, to improve and reform company goods, services and the entire company climate systematically and continuously. The cases of customer satisfaction management of three super deluxe hotels in Korea are discussed below.

Westin Chosun Hotel

The first Western-style business hotel in Korea, the Westin Chosun Hotel lies in downtown Seoul. It has 18 stories above ground, one underground, and 456 guest rooms. It was the first recipient of the Quality Management Award in 1995.

At present, it is holding the QSI (Quality Service Innovation) 2000

Campaign with a view to becoming a world-class hotel in the twenty-first century. Utilizing three strategies - activation, standardization and differentiation - the campaign is focused on self-diagnosis and on-the-spot self-solution of customer-employee service problems. This is far removed from the conventional one-sided, top-to-bottom command system.

To attain its goals, a driving committee is formed to elicit everyone's participation. Each department then chooses its own subjects for service improvement. Second, the service target is analyzed for its potential problems, improvement proposals made and put into practice. . Third, the improved service is standardized, activated, and differentiated so as to provide genuine customer satisfaction, seldom found in other hotels.

Among the affirmative results of this campaign are its selection by Institutional Invest in September 1999 as one of top 100 hotels in the world, by Business Traveler in October 1999 as one of the 20 best hotels and 10 best dining hotels in the Asia-Pacific region, By Asiamoney in March 2000 as one of the 5 best hotels in Asia, by Euromoney in 2000 as one of the 5 best hotels in the world.

Sheraton WalkerHill Hotel

This hotel is a member of the SK (SunKyung) Group, a domestic leader in the energy, chemistry, telecommunications, and service sectors. This involves SUPEX Quest, the tool for effective implementation of SKMS(SunKyung Management Style), a principle for the hotel of corporate management. SUPEX is an abbreviation for "Super Excellent Level", which means the highest performance level attainable with human capabilities. For more customer satisfaction, the hotel also has a SUPEX(Super Excellent) program, which is conducted as follows: In Phase 1, the hotel customers' needs are examined through the analysis of internal data, including workshops, in-depth interviews, and the voice of customers. In Phase 2, the KFX

(Key Factor for Company Success) is derived through the analysis of the gap between the present situation of the hotel and that of competitors. Through questionnaires, sampling and data processing, reports on customer satisfaction and the priority of customer demands are completed. Phase 3 is the composition of a list of customers' main demands as well as the relevant facilities and service items. Phase 4 is the composition of a SQI(Service Quality Index) list. Lastly, in Phase 5, some advanced companies are benchmarked to improve the satisfaction level in meeting customer needs, while the SQI system is used to improve service quality. Table 3 shows the present level & target level of the service quality index.

Hotel Shilla Seoul

Located in the downtown area of Seoul, the Hotel Shilla Seoul is a business hotel with 511 guest rooms and such attached facilities as an outdoor sculpture park. The concentrated investment in both hardware and software has resulted in the hotel's current worldwide fame. Regarding hardware, the best facilities are supplied through timely checks and repairs. In software, customer satisfaction is met by the aggressive training of the employees and the introduction of the first concierge service system in Korea.

The Shilla Seoul's 21 years of experience in the hospitality industry guarantees a tradition and a commitment to deliver impeccable services and provide world-class facilities. The hotel employs approximately 2,500 full - and part-time employees. In January 1987, it opened Korea's only complete in-house employee Service Training Center to assure excellence of service. The center includes classrooms, lecture halls, a housekeeping-training bedroom, a western training kitchen and restaurant, two computerized language labs for simultaneous language training in English, Japanese and French, and a front desk training Facility.

Under the belief that satisfying the employees leads to reaping greater customer satisfaction, a merit-point rating system gives chances of promotion for superior service regardless of one's seniority. Also, its well-structured welfare system,

including low-interest house loans and a health fitness gym, is a point of envy among competing hotels. For customer satisfaction and happiness, on-the-spot innovative ideas, a so-called "hyperservice", is administered. As business hotel customers expect a certain level of service, truly superior service involves something extra which comes at an unexpected time and place. For instance, an LCD TV in the elevator can deliver the most wanted information in good time, and cold/hot storage compartments in the room service elevator can assure the best condition of any delivered food.

The hotel's efforts to achieve customer satisfaction have finally been recognized. It was named the best hotel in Seoul by Euromoney (for the 4th time in the last 5 years) in April 1999, and one of the best hotels in Asia by Business in May 1999.

Table 1. Comparison of Previous Researches Concerning Factors of Consumer Evaluation of Hotel Service Quality.

Researcher	Factors
Pizam and Ellis (1999) ¹	quality of F & B, portion size, variety of menu choices, food and beverage, consistency, range of tastes, textures, aromas, correct F & B temperatures, appearance of F&B, price of meal/drinks/service, availability of menu items, cleanliness of restaurant, location and accessibility, size and shape of room, furniture and fittings, color scheme, lighting, temperature and ventilation, acoustics, spaciousness of restaurant, neatness of restaurant, employees' appearance, availability of parking, hours of operation, friendliness, competence, courtesy, efficiency and speed, helpfulness, professionalism, responsiveness to special requests, responsiveness to complaints
Cadott and Turgeon ² (1988)	availability of parking, traffic congestion in establishment, noise level, spaciousness of establishment, hours of operation, cleanliness of establishment, neatness of establishment, size of portions, employee appearance, responsiveness to complaints, quality of service, food quality, helpful attitude of employees, quantity of service, prices of drinks, meals and service, management knowledge of service, availability of food on menu, beverage quality, variety of service, uniformity of establishment appearance, quality of advertising, convenience of location, quietness of surroundings, accuracy of bill, litter outside restaurant, reservation system,
Lo (1993) ³	efficiency of business center service, on time food and beverage service, efficiency of information service, electrical equipment and furniture in guest room

Total Quality Management

For TQM, this involves "a company wide initiative that includes customers and suppliers, and supported by top management and implemented in a top down."(Fenwick 1991)

The Malcolm Baldrige National Quality Award is an annual award, administered by the US Department of Commerce and presented by the President of the United States, to reward US companies for business excellence and quality achievement. To be eligible for the award, companies must demonstrate excellence in seven separate criteria: leadership, information and analysis, strategic quality planning, human resource development and management, management of process quality, quality and operational results, customer focus and satisfaction.

With each criterion weighted, the total potential points equal 1,000. These criteria are divided into 4 categories(United States Department of Commerce Technology Administration, 1995) which are driving force, quality management system, quality and operational results and customer satisfaction results.

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RESEARCH DESIGN AND STUDY METHOD

Sample and data

This study collected data from foreign individual tourists (FIT) and employees in 8 super deluxe hotels located in Seoul, Korea.

A total of 197 FIT were contacted in the period from August to September on randomly selected dates. The 197 respondents produced a total of 123

usable response sets. The sampling method was stratified sampling. There were a total of 197 respondents, 123 respondents of which were checking out. Our research sampled 8 super deluxe hotels. Among 123 respondents, 102 were males (82.9%) and 21 females (17.1%). The respondents' purposes in visiting Korea were 76 for business(61.8%), 14 for tourism (11.4%) and 29 for both(23.6%). The foreigners who stayed in the super deluxe class hotels in Seoul were here mostly for business purposes. In the number of days stayed, 28 persons for five or more days(22.8%), 5 persons for four(6.3%), 10 persons for three(12.7%), 14 persons for two(17.4%) and 34 persons for one(27.6%).

A total of 319 employee who work in the 4 departments of Front, Housekeeping, Food and Beverage and Cooking were contacted from August to September on randomly selected dates. The 319 respondents produced a total of 313 usable response sets.

Frequency analysis for the 313 respondents' general demographic characteristics revealed that there were 197 males (62.9%) and 111 females(35.5%). It shows that departments and positions were well distributed, with the department of Front 67(21.4%), Housekeeping 69(22.9%), Meal & beverage 86(27.5%), Cooking 62(19.8%), Sales 14(4.5%) and Others 8(2.6%). The position distribution was Employee 162(54.0%), Vice Supervisor 62(19.8%), Supervisor 17(5.75), Assistant Manager 27(9.0%), Department manager 16(5.3%), Vice Division Manager 7(2.3%), Division Manager 19(6.3%) and Director 2(0.7%).

Measures

All variables were based on the subjects' self-report. In order to reveal "the criteria of hotel service total quality management," the Malcolm Baldrige National Quality award criteria were applied to hotel service management. 29 survey items were made, relating to driving force, quality management system, quality and operational results and customer satisfaction results, which are the Malcolm Baldrige award 4 categories. Table 3 shows the 4 categories of the hotel service total quality

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management. The subjects rated overall total quality management criteria of their hotel service by using a 5-point, '1-very low/5-very high" scale.

Table 2. 4 Categories of the Hotel Service Total Quality Management

Items in Detail		Measure
Driving Force	* leadership and system	Likert 5 scale
Quality Management System	<ul style="list-style-type: none"> * Information and Analysis - quality data gathered - integrated system of information analysis * Strategic Quality Planning] -establishing and using benchmark * Human Resource Development and Management -employee selection. -employee education and training -employee well-being and morale -quality teams and circles -performance appraisal -reward program * Management of Process Quality -quality design and development -establishing and using service standards -processes for solving customer problems -quality certification standards for suppliers -quality performance appraisal system 	Likert 5 scale
Quality Operational Results	<ul style="list-style-type: none"> * product & service quality results * quality for suppliers results * management performance. 	Likert 5 scale
Customer Satisfaciton Results	<ul style="list-style-type: none"> * computerized guest history profile * measurement method for customer satisfaction. * measurement method for guest need anticipation and expectation. * customer appraisement result. 	Likert 5 scale

Table 3. Consumers' Evaluation Factors of Hotel Service Quality:6 Dimensions and 36 Estimative Properties.

Factor	Item
Comfort- ableness	Hygiene & cleanliness
	Comfortable atmosphere and design of hotel interior
	Safety and security
	Working space
	Closet size and number of hangers
	Equipment in bathroom
	Brightness of lighting
	Design and size of guest room
	Cleanliness of guest room
	Cleanliness of bath
	Electrical equipment and furniture in guest room
	Comfortable bed & pillow
	Amenity in air conditioning
	Convenience
Location (accessibility of business)	
Capacity and convenience of parking lot	
Quality of sports facilities	
Variety of leisure and recreational facilities	
Convenience of reservation	
Convenient check-in and check-out procedures	
Reliability	Variety of F&B menu
	Relative price of guest room compared to other hotels
	Accurate billing
	Hotel charges relative to room service quality
	Efficiency of business center service
	Reliability of reservation
Kindness	High quality food
	F & B price
	Communication ability of hotel staff
	Politeness and courtesy of hotel staff
Respons- iveness	Employee's familiarity with hotel and its activities
	Professional service
	Guest complaints handled properly and promptly
Customer Concern	Promptness of staff response to guest needs
	On-time F&B service
	Hotel staff anticipation of guest needs
	Recognition and personal attention to return guests

was used. The 36 items measured were selected by reviewing several relevant sources(A. Pizam and T. Ellis 1999; Cadott and Turgeon 1998; Lo 1992;

McCleary and Weaver 1992; Lewis Pizam 1993; Knutson, 1988) and discussions with hotel and tourism specialists. These 36 measurement items are classified into six categories, such as comfort, convenience, reliability, kindness, responsiveness, and customers' concern.

The scale for measuring expectation was 1-unimportant /3-important/5-very important. For the perception measure, the subjects rated overall service quality by using a 5 point scale of 1-poor/3-satisfactory/5-excellent.

Survey administration

The self-administered questionnaire for their hotels' TQM level were distributed to the employees in eight super deluxe class hotels. This research sampled hotels only in the Seoul area. The author visited employees who work in the 4 departments of front, housekeeping, food and beverage and cooking and explained the questionnaire in the period of from Jun to September on randomly selected dates. Each department manager assisted in avoiding potential "double deliveries" by assuring me that the subjects were employees at their hotel.

The customer satisfaction questionnaires were given to the guests directly. The author visited guests who had just checked out of super deluxe hotels in the airport limousine shuttle bus. They were asked to complete the questionnaire during their 40-minute trip from their hotels to Kimpo International Airport by the airport limousine shuttle bus in the period from June to September on randomly selected dates. All subjects were offered an incentive of a Korea key tag souvenir.

ANALYSIS

Relations between Total Quality Management and Customer Satisfaction

The term TQM(Total Quality Management) lead to the ultimate customer satisfaction. Customer focus and satisfaction, under the Baldrige Award, accounts for almost one-third of the rating. Customer satisfaction is the most critical dimension. Meeting customer needs is what quality is all about. Company can have the best process in the world, but if it doesn't pass the ultimate "customer test," then the entire effort has failed. Accordingly, a company must constantly take the pulse of its customers and get their ongoing constructive feedback.

In order to analyze the correlations between the hotel service quality management level and customer satisfaction, I did t-tests with the upper quality management group and the lower quality management group. As the coefficients of evaluation properties (comfortableness/ pleasantness, convenience, reliability/confidence, kindness, responsiveness/ correspondence, and consumers' concern/ sympathy) are at least 0.60, the properties share inner consistency.

The results show quality management influenced customer's satisfaction in both groups.

The customers in high quality-management group (4 hotels) were generally more satisfied with the most of items evaluated than the customers in low quality-management group. As anyone can easily guess, super deluxe hotels in Seoul have high expectations and perceptions of service and each enjoys and exercises its own policy and strategy for customer satisfaction.

According to the results of the paired t-tests, the customer respondents were generally satisfied with the items evaluated. The two items they had the highest expectations of were "hygiene & cleanness" and "safety & security." Surprisingly they had low expectations of "parking capacity & convenience", maybe because most foreign businessmen use rental cars or taxis. Noticeably, the properties receiving their greatest satisfaction were "hygiene & cleanness," "comfortable atmosphere & interior design," "accessibility to shopping centers & tourist attractions," "business accessibility," "parking capacity & convenience," "quality of sports

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facilities," and "various leisure & recreation facilities."

Concerning guest room items, they seemed to be rather satisfied. Their high expectations were met in "guest room cleanliness," "bathroom utensils," "cozy beds & pillows," and "comfortable air-conditioning." Satisfactory responses came from "wardrobe size & hangers," "lighting," "guest room design & size," "bathroom utensils," and "electric goods & furniture of guest rooms."

Regarding overall hotel service properties, they also appeared satisfied. They thought highly of both "reliable reservation" and "convenient check-in/check-out." Extraordinary satisfaction was found in "convenient reservation," "reliable reservation," "convenient check-in/check-out," "employees communicable with customers," "workers with manners," "rapid & kind troubleshooting," "workers foretelling customer desires," and "employees prompt to meet customer demands."

Lastly, concerning Food and Beverage service, "professional service" and "menu diversity" seemed to satisfy them sufficiently.

Table 4. Relation between Hotels with high & low quality management levels and Hotel Satisfaction Items Evaluated

hotel cluster		hotel quality management cluster		t-value
		high grp(n=65)	low grp(n=58)	p-value
customer satisfaction	mean	4.36	4.14	1.62 *
	(s.d.)	(.65)	(.92)	(.10)
comportable bed & pillow	mean	4.53	4.29	1.93 *
	(s.d.)	(.64)	(.77)	(.05)
polite and courteous hotel staff	mean	4.35	4.03	2.31 **
	(s.d.)	(.69)	(.83)	(.02)
accurate billing	mean	4.29	4.01	2.19 **
	(s.d.)	(.70)	(.68)	(.03)
efficiency of business center service	mean	4.27	3.87	2.76 **
	(s.d.)	(.69)	(.90)	(.00)
guest complaints handled properly and promptly	mean	4.33	4.03	2.06 **
	(s.d.)	(.75)	(.87)	(.04)
hotel staff anticipation of guest's needs	mean	4.33	4.03	2.06 **
	(s.d.)	(.75)	(.87)	(.04)

주: *p<.05, **p<.01 high grp : 4hotels low grp : 4hotels

Conc lus ion

This paper examines the effects of hotel service Total Quality Management on customer satisfaction. The customer satisfaction of 123 foreign independent tourists (FIT) using eight super deluxe hotels in Seoul was estimated. The hotel total quality management 313 employees of those hotels was measured.

The findings in this empirical approach can be summed up as follows:

1. The foreign independent tourists in super deluxe hotels, Korea, maintained rather high expectations about hotel service quality properties and, in fact, they showed considerable degrees of satisfaction in most items. This is because each Super deluxe hotel in Seoul exercises its own policy and strategy for customer satisfaction.

1. There was significant difference in customer satisfaction between the customers of upper and lower quality-management groups.

As I have said, hotel service total quality management affects customer satisfaction.

Applying the Malcolm Baldrige award criteria to the super deluxe hotels, Korea, the criteria of the hotel service total quality management is below; 4 categories of Successful hotel service Quality Management are driving force, quality management process, quality and operational results, customer satisfaction results.

Driving force include leadership. The culture required in total quality management will only be achievable if it is supported by the top managers.

Quality management system includes information and analysis, strategic quality planning, human resource development and management, management of process quality.

Quality and Operational results include product & service quality results, quality for supplier results, operational results.

Customer Satisfaction results include computerized guest history profile, measurement method for customer satisfaction, measurement method for guest need anticipation and expectation, customer appraisalment result.

Revenue enhancement and improved profitability are the by products of

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customer satisfaction. Positive word of mouth from satisfied customer is essentially free advertising. In conclusion, companies successfully performing Quality Management -oriented hotel management can reap greater customer satisfaction, greater employee satisfaction and sharpen their competitive edge. There are further reasons why Q.M. should be adopted. If more Korean hotels understand the importance of Q.M. they will adopt it and become more competitive. In turn, both customer satisfaction and employee job satisfaction will improve. Every hotel should consider sincerely the adoption of Total Quality Management.

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논문초록

호텔 서비스관리에 따른 품질 접근

박정화

본 연구는 품질관리와 고객만족관리의 관계를 규명하는데 목적을 두고 있다. 연구조사는 외국관광객과 서울의 특등급호텔의 종사원을 대상으로 수행되었으며, 연구결과 호텔 서비스 품질관리 수준은 고객만족도에 영향을 끼치는 것으로 나타났다. 연구자는 품질관리 시스템, 품질과 운영 결과, 고객만족 결과로 구성된 성공적인 품질관리를 제안하고자 한다.

키워드 : 품질관리, 품질관리 시스템, 품질관리 결과, 내부고객 만족, 고객만족

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