

Interrelationship of Total Quality Management (TQM), job satisfaction and organizational commitment among hotel employees in Zhejiang and Hainan provinces in China towards a sustainable development framework

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Abstract

With the rapid development of tourism, the competition among China's hotel industry is becoming increasingly fierce. Service quality has become a key factor in the competition of hotels. However, the hotel is facing the problems of staff shortage and high turnover rate, which has greatly affected the service quality. Taking high star hotel employees as the research object, this study explores the relationship between Total Quality Management, Job Satisfaction and Organizational Commitment, and puts forward some suggestions for the sustainable development of high star hotels. Based on the review of relevant concepts and theories, this study issued questionnaires and analyzed the collected data by statistical quantitative analysis method. The respondents are 385 employees of high star hotels in China, including front-line employees, as well as grassroots, middle and senior managers. The results show that there is a strong correlation between TQM practice, job satisfaction and organizational commitment. The hotel should ensure that all employees participate in total quality management. It is necessary for managers to establish a relationship of mutual trust with employees. They should meet the needs of employees in compensation, benefits, training, promotion and career planning, improve their satisfaction and organizational commitment, so as to ensure the service quality of the hotel and realize the sustainable development of the hotel.

Keywords: Total Quality Management, job satisfaction, organizational commitment, customer focus, affective

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1. Introduction

As one of the three pillar industries of tourism, hotel is of great significance to the development of global tourism and economic development. With the development of China's economy, the total number of tourist reception in China has increased year by year in recent years, and the hotel industry has also ushered in new development opportunities. By the end of 2019, there were 10,003 star-rated hotels in China under the star-rated hotel management system, including 62 one-star hotels, 1,658 two-star hotels, 4,888 three-star hotels, 2,550 four-star hotels and 845 five-star hotels, according to the 2019 Statistical Report on Star-rated Hotels released by China's Ministry of Culture and Tourism before the epidemic. The proportion of hotel revenue to GDP in China has increased from 7.6% 10 years ago to more than 11.8% (Wen, 2020). However, the competition between hotels is also increasingly fierce, facing a series of internal problems, such as labor disputes, product and service quality, resource utilization, environmental protection, high staff turnover rate. Coupled with the impact of the epidemic from 2020 to now, hotels realize that development should not only pursue short-term economic benefits, but also need to think about how to start from their own construction, do a good job of internal control of the hotel industry, improve service quality, improve the business environment, and stabilize the staff.

As a result, advanced management concepts such as Total Quality Management, Job Satisfaction and Organizational Commitment began to appear more in the vision and practice of the hotel industry. TQM emphasizes quality as the center and requires all employees to actively participate in the whole process. Both job satisfaction and organizational commitment are related to employees' attitudes and behaviors. The improvement of these two variables can improve employees' efforts and bring profits and performance to hotel quality management. The study of the relationship between the three is of great significance to solve the current difficulties of high star hotels in China and realize sustainable development.

Employees are the core stakeholders of the hotel. From the perspective of hotel employees, the researcher mainly selected the employees of high star hotels to deeply explore the interrelationship between employees' perceived total quality management, job satisfaction and employees' organizational commitment, and then find out the direction and mechanism of interaction. The purpose of this study is to provide theoretical support and practical application for the hotel industry to stabilize organizational commitment and improve hotel quality management in the fierce competition and uncertain external environment in the future, especially in the current epidemic situation.

1.1 Objectives of the study

This study aimed to evaluate the interrelationship of TQM, Job Satisfaction and Organizational Commitment among hotel employees in China towards a sustainable development framework. Specifically it determined the TQM practices of hotel in terms of customer focus, supplier quality management, continuous improvement, leadership, employee fulfillment, training and development, and, process management; assessed the level of Job Satisfaction as to the compensation, promotion, benefits, recognition and rewards, training and development, and, career development Opportunities; evaluated the organizational commitment of the hotel employee in terms of affective, continuance, and, normative commitment; tested the significant relationship among the three variables; and proposed a sustainable development framework of TQM, Job Satisfaction and Organizational Commitment .

2. Methodology

Research Design - The study used a descriptive survey method and the method of statistical analysis. Zhai (2019) noted that descriptive statistics can be used to obtain the data statistical characteristics of the research population. Using the statistics calculated by the data can not only express the statistical characteristics of the data, but also find the distribution and development trend of the research population, so as to facilitate more in-depth research and analysis. Descriptive data are usually collected through questionnaires, interviews or observations. Researcher conducted questionnaire survey and data analysis on Total Quality Management (TQM), Job Satisfaction and Organizational Commitment, combined with observation and literature research to complete the study.

Participants of the study - The main respondents of the questionnaire are mainly employees of high-star hotels (three-star hotels and above). This study mainly selects Zhejiang Province and Hainan Province in China, which have many star hotels and developed tourism industry, as the main research areas. Most of the respondents selected by the researcher came from these two provinces. The researcher used the Rao soft sample size calculator to calculate the sample size. Based on a total of hundreds of thousands population and considering the 5% error margin and 95% confidence level, the researcher used 385 valid questionnaires to complete the sample size.

Data collection instrument - The instrument used is an adopted from the study of Amin et al. (2017) entitled: The Structural Relationship Between TQM, Employee Satisfaction and Hotel Performance. Muria (2021) entitled: Happiness at Work, Organizational Climate, and Turnover Intention: Implications for Human Resource Management of Archdiocesan Schools and job satisfaction , which has the original source from Nanjundeswaraswamy (2019) and Kuok & Taormina (2017), Pulhin (2021) entitled: Organizational Commitment Among Resort Employees in The CALABARZON Region. The result of reliability statistics showed that the Cronbach's alpha value of 0.963 signifies that the instrument for TQM practices has excellent internal consistency as well as the questionnaire for level of Job Satisfaction with 0.963 while the Organizational Commitment obtained a Cronbach's alpha value of 0.966. Therefore, this set of questionnaires is very valid.

Data gathering procedure - With the permission of the researcher's adviser after the proposed title was approved by the Program Chair for PhD IHTM, the researcher conducted the questionnaire survey online in about two weeks and administer the questionnaire to the target respondents. Researcher also used triangulation methods, including interview and observation, to make the collected data and information more powerful and authentic.

Data analysis - The researcher used SPSS to make statistics, tabulation and quantitative analysis of the collected data. Statistical methods such as frequency, percentage, mean, standard deviation, t-test and ANNOVA were used.

Ethical consideration - Survey data were distributed and administered through the Internet. According to the code of ethics, researcher ensured that all data collected from respondents are voluntarily provided by respondents, and highly protect their privacy and respect their ideas and views. In addition, the research managed to seek for approval to the main source of the instrument used in the paper.

3. Results and Discussion

Table 1 summarizes the hotel TQM practices. The composite mean of 3.41 depicts that the respondent moderately agrees on the hotel's TQM practices. Among the enumerated indicators, highest on the rank is customer focus (3.50) verbally interpreted as agree and followed by supplier quality management (3.49) and process management (3.47) verbally interpreted as moderately agree. Meanwhile, tied in the 6th rank is continuous improvement, employee fulfillment and training and development (3.33) and followed by leadership (3.4) verbally interpreted as moderately agree.

Table 1*Summary table on TQM practices*

Indicators	WM	VI	Rank
Customer focus	3.50	Agree	1
Supplier quality management	3.49	Moderately Agree	2
Continuous improvement	3.33	Moderately Agree	6
Leadership	3.40	Moderately Agree	4
Employee fulfillment	3.33	Moderately Agree	6
Training and Development	3.33	Moderately Agree	6
Process management	3.47	Moderately Agree	3
Composite Mean	3.41	Moderately Agree	

Customer focus, not surprisingly, tops the list of factors in TQM. Hotel total quality management starts from identifying and meeting customer needs. High-quality hotel service needs to respond quickly to customer needs. Compared with the past, customers have more clear quality expectations, the correct understanding of customer needs and identification of potential customers need to become a good hotel quality management key.

As China's domestic tourism boom continues to heat up, tourism hotels, as one of the main market players, have entered a new pattern of customer-oriented market competition development in recent years (Zhu, 2020). Li et al. (2021) also agrees that with the increasing intensity of competition between markets and enterprises, more and more enterprises establish customer-oriented business philosophy such as "customer-centered" or "customer first". In particular, traditional service enterprises such as hotels, catering and tourism are the models of advocating customer-oriented business philosophy. Existing studies generally show that the customer-oriented behavior of front-line employees can better meet customer needs, thus bringing higher customer satisfaction, loyalty and service profit (Liaw & Chuang, 2010; Singh & Venugopal, 2015).

Due to the low salary and benefit of grass-roots employees in China's hotel industry and their low social status, employees generally have a low sense of achievement in hotel work, so the turnover of hotel employees is very high, which leads to a series of quality problems. The ever-changing customer needs make it a continuous process to maintain the hotel's customer satisfaction. Hotel staff, as a service producer, play a decisive role in determining the quality of service. If the staff turnover rate is high, the quality management that needs continuous improvement will not be implemented well. Staff instability will undoubtedly increase the operating costs of hotels, which will make hotels more conservative in their attitude and investment in staff training.

Lin (2020) believes that continuous improvement of service concept is one of the key innovation points of hotel management. In the actual operation of the hotel, the management and service concept is lagging behind, and the management concept does not conform to the modern development. The modern public has a high demand for humanization, individuation and quality, and the general management mode is difficult to meet the different actual needs of different consumer groups. This lagging management concept leads to the lack of significant improvement in hotel service quality. Pan (2020) found that the training in most hotels in China was merely a formality, lacking systematic training plans, scientific implementation systems and integrated and standardized resources. Most hotels do not pay enough attention to human resource training, which is mainly reflected in the lack of career planning based on the characteristics of employees and the imperfect training system, which affects the career growth of employees (Liu & Li, 2021).

Table 2 summarizes the level of job satisfaction. The composite mean of 3.21 depicts that the respondent moderately agrees on the level of job satisfaction. Among the enumerated indicators, highest on the rank is training and development (3.26) followed by recognition and rewards and career development opportunities (3.25) verbally interpreted as moderately agree.

Training is the core of human resource development, an important aspect of improving employee satisfaction, and the only way for the success of the hotel. The hotel improves the service awareness and skills of employees through training, helps and encourages employees to carry out career planning, and meets the needs

of hotel employees for their own development. The importance of hotel training has reached a consensus in all high star hotels. Costen (2011) found that employee training and development opportunities not only affect employees' satisfaction with work and hotels, but also affect their loyalty and retention intention. It can be seen that employee training, as an external environmental factor and personal emotional variables such as job satisfaction, has a significant impact on employees' job loyalty. Shi and Luo (2017) also confirmed that employee training has a significant positive impact on job satisfaction and job loyalty.

Table 2

Summary table on the level of job satisfaction

Indicators	WM	VI	Rank
1. Compensation	3.11	Moderately Agree	6
2. Promotion	3.18	Moderately Agree	5
3. Benefits	3.19	Moderately Agree	4
4. Recognition and Rewards	3.25	Moderately Agree	2.5
5. Training and Development	3.26	Moderately Agree	1
6. Career Development Opportunities	3.25	Moderately Agree	2.5
Composite Mean	3.21	Moderately Agree	

Meanwhile, in the fourth in the rank is benefits (3.19) while in the fifth in the rank is promotion (3.18) followed by compensation (3.11) verbally interpreted as moderately agree. The low compensation has become one of the most dissatisfied items of high star hotel employees. Due to the low entry threshold of the service industry and the uneven quality of employees, the salary level of hotel grass-roots waiters is indeed low. However, in fact, the wages of many hotels senior managers are not low, and there are great differences in wages at different levels of the hotel industry. Jiang (2020) conducted a salary survey in domestic star hotels and found that the salary ranges of most basic service staff in China is 2000-3000 yuan. They can only make ends meet, let alone improve their quality of life. On the contrary, the managers of high star hotels have rich income, resulting in a wide income gap. Yang (2019) mentioned that the main dissatisfaction factors of highest star hotel employees are salary, welfare, reward system and promotion system. Especially in the current epidemic period, the operation of hotels has been greatly impacted. Many hotels have layoffs, and some hotels adopt the form of "unpaid leave", which brings both economic and spiritual pressure to employees. The hotel should adopt a market-based and performance-oriented assessment system to stimulate employees' work enthusiasm (Zhang, 2020).

Table 3

Summary table on organizational commitment

Indicators	WM	VI	Rank
Affective	3.22	Moderately Agree	1
Continuance	3.07	Moderately Agree	3
Normative	3.10	Moderately Agree	2
Composite Mean	3.13	Moderately Agree	

Table3 summarizes the organizational commitment of the hotel. The composite mean of 3.13 depicts that the respondent moderately agrees on the hotel's commitment towards the organization. Among the enumerated indicators, highest on the rank is affective (3.22) verbally interpreted as moderately agree. Meanwhile, in the second in the rank is normative (3.10) while the least rank, continuance (3.07) verbally interpreted as moderately agree.

In the three dimensions of organizational commitment, the dedication and hard work shown by employees to the organization is mainly due to their feelings for the hotel, rather than material benefits. The stronger the employee's sense of psychological dependence on the organization, the better the employee's performance, the lower the dimension tendency.

Wang et al. (2019) indicated that for Chinese people who pay attention to "human touch", when enterprises conduct deep emotional embedding in management measures to achieve an integrated emotional integration state

of "interdependence" with employees, employees will perceive a kind of kinship exchange relationship beyond the instrumentality. In the context of Chinese culture, the existence of affective commitment is more profound and stronger than continuous commitment and normative commitment. Lu and Chen (2018) analyzed that affective commitment is the most influential factor in organizational commitment. Therefore, the hotel should increase the humanistic care for employees. Secondly, according to Maslow's hierarchy of needs, survival needs are the most basic. The hotel should pay attention to the employee's salary and welfare, so that the employee and the hotel's revenue increase simultaneously.

Continuous commitment means that employees have to stay in the enterprise due to external constraints such as economy and opportunity. Different from affective commitment, which means that employees want to stay in the organization from the bottom of their heart, continuous commitment means that they are forced to stay. Hotel staff's continuous commitment is an important variable to predict employee turnover intention. It means that employees' perception of the loss caused by leaving the organization is often based on economic and material benefits. The lower the level of this indicator is, the less the economic dependence of the employees on the hotel, the lower the loyalty and sense of belonging to the industry, and the stronger the turnover intention.

The research results of Gai (2013) show that instrumental ethical climate has a significant negative impact on emotional commitment, but has a significant positive impact on continuous commitment, while caring ethical climate is the opposite. According to Yu et al. (2012), in terms of the relationship between various dimensions of organizational commitment and turnover intention, the three organizational commitments are all negatively correlated with turnover intention, among which affective commitment has the most significant correlation, followed by normative commitment and continuous commitment. Employees are not satisfied with the salary, ideal realization opportunities, emotional care and other factors provided by the hotel, which to some extent reflects those employees are "forced loyalty".

Table 4 displays the association between TQM practices and level of job satisfaction. It was observed that the computed rho-values indicates a very strong direct correlation and the resulted p-values were less than 0.01 was less than 0.01 alpha level. This means that there was a significant relationship exists and implies that the better the practices employed, the more that they are satisfied with their job.

Table 4

Relationship between TQM practices and level of job satisfaction

Customer Focus	rho-value	p-value	Interpretation
Compensation	.597**	0.000	Highly Significant
Promotion	.650**	0.000	Highly Significant
Benefits	.618**	0.000	Highly Significant
Recognition and Rewards	.674**	0.000	Highly Significant
Training and Development	.694**	0.000	Highly Significant
Career Development Opportunities	.656**	0.000	Highly Significant
Supplier quality management			
Compensation	.617**	0.000	Highly Significant
Promotion	.688**	0.000	Highly Significant
Benefits	.656**	0.000	Highly Significant
Recognition and Rewards	.725**	0.000	Highly Significant
Training and Development	.712**	0.000	Highly Significant
Career Development Opportunities	.705**	0.000	Highly Significant
Continuous improvement			
Compensation	.692**	0.000	Highly Significant
Promotion	.716**	0.000	Highly Significant
Benefits	.733**	0.000	Highly Significant
Recognition and Rewards	.754**	0.000	Highly Significant
Training and Development	.740**	0.000	Highly Significant
Career Development Opportunities	.699**	0.000	Highly Significant

Interrelationship of TQM, job satisfaction and organizational commitment among hotel employees

Leadership			
Compensation	.686**	0.000	Highly Significant
Promotion	.732**	0.000	Highly Significant
Benefits	.740**	0.000	Highly Significant
Recognition and Rewards	.781**	0.000	Highly Significant
Training and Development	.782**	0.000	Highly Significant
Career Development Opportunities	.750**	0.000	Highly Significant
Employee fulfillment			
Compensation	.728**	0.000	Highly Significant
Promotion	.760**	0.000	Highly Significant
Benefits	.737**	0.000	Highly Significant
Recognition and Rewards	.765**	0.000	Highly Significant
Training and Development	.783**	0.000	Highly Significant
Career Development Opportunities	.738**	0.000	Highly Significant
Training and Development			
Compensation	.723**	0.000	Highly Significant
Promotion	.763**	0.000	Highly Significant
Benefits	.769**	0.000	Highly Significant
Recognition and Rewards	.811**	0.000	Highly Significant
Training and Development	.818**	0.000	Highly Significant
Career Development Opportunities	.744**	0.000	Highly Significant
Process management			
Compensation	.644**	0.000	Highly Significant
Promotion	.708**	0.000	Highly Significant
Benefits	.732**	0.000	Highly Significant
Recognition and Rewards	.770**	0.000	Highly Significant
Training and Development	.780**	0.000	Highly Significant
Career Development Opportunities	.713**	0.000	Highly Significant

Legend: Significant at p-value < 0.01

Customer Focus is the effective analysis and management of customer expectations with customer as the center. As producers and transmitters of customer services, employees' satisfaction will determine the quality and quality of service interaction. It can be said that there will be no satisfied customers without satisfied employees. Yang (2014) vividly compares customers and employees to the two ends of a lever, and the tilt of either side will cause the whole device to lose balance. The core competitiveness of excellent hotels is rooted in the corporate culture of customer first and employee satisfaction. Excellent quality to maintain a loyal customer group, the focus on employees' interests motivates satisfied employees to act together and innovate constantly, to meet customers' needs faster and better than competitors (Zeng & Lin, 2019).

Good supplier quality management can reduce the cost of out of stock or return and replacement caused by delayed supply and unqualified supply quality, to reduce the total cost, ensure the economic benefits and service quality of the hotel, reduce the cost of solving customer dissatisfaction or complaint caused by supplier quality problems, and then reduce the work pressure of employees and improve job satisfaction. A standardized supplier quality management system greatly reduces the quality risk (Wei, 2017). Wang (2019) indicates that building an integrated supply chain system is an important means to ensure that the hotel forms a long-term cooperation mechanism with relevant suppliers.

The internal and external business environment of the hotel is always changing. The hotel must form an atmosphere of continuous improvement for all staff and be able to take countermeasures in time when encountering new situations, new problems and new challenges. Zhu (2021) applies the functions of standardized operation, standardized assessment, programmed control and continuous improvement to the quality inspection and control of hotels with the help of the PDCA cycle principle, forming a total quality management system and making the service effect of hotels improve spiraling. Hotel should pay more attention to improve the operation process and system culture, provide better realize self-worth support system, service system and policy system, by implementing employee value, improve staff quality of service to customers, to create more customer value, promote profit chain is a virtuous cycle (Xu, 2014).

Leadership is a coordinated whole in TQM. They should conduct extensive communication and exchanges

with employees, so that the total quality culture can penetrate into all aspects of management and make employees' goals consistent with organizational goals, which leads to a direct relationship between TQM leadership and employee satisfaction. Yu and Li (2017) believe that trust and respect for employees is an important prerequisite for TQM work. García et al. (2019) found that if managers give employees autonomy, their job satisfaction will be higher.

There is no doubt that employee fulfillment is closely related to employee satisfaction. Because this dimension of TQM directly affects employees, creating a good working environment for employees and providing material and non-material incentives will improve employees' satisfaction. Wu (2017) put forward the concept of affective employee management, which means that managers at all levels of the hotel treat employees as relatives to care for and respect them. The purpose of emotional employee management is to create a harmonious and happy working and living environment for hotel employees. According to Liao (2021), the construction of corporate culture should be strengthened in the process of hotel quality construction. First, create a flexible and relaxed working environment. Second, formulate a plan to care for employees and form a symbiotic and win-win situation between the hotels and employees.

For organizations, training improves the work quality of employees, improves organizational performance, improves organizational competitiveness, and realizes the strategic goal of organizational quality management. For individual employees, training improves their own ability and competitiveness and meets the needs of employees' self-development. Therefore, training and development is highly related to job satisfaction. Jiao (2018) stressed that the hotel should strengthen the guidance and training for employees' career development, especially for young employees and new employees, so that employees can obtain a high degree of identity and satisfaction. Standard Operation Procedure (SOP) was once called "the Bible of hotel management" by the western hotel industry. If the hotel has perfect hotel process management, the staff's work will have corresponding guidance and standards, the work will be easier and their satisfaction will rise. The hotel shall set up a quality inspection department according to its own scale and actual situation. Through strict quality inspection, ensure the steady improvement of hotel service quality (Liu, 2017).

Table 5

Relationship between TQM practices and organizational commitment

Customer Focus	rho-value	p-value	Interpretation
Affective	.601**	0.000	Highly Significant
Continuance	.405**	0.000	Highly Significant
Normative	.494**	0.000	Highly Significant
Supplier quality management			
Affective	.636**	0.000	Highly Significant
Continuance	.415**	0.000	Highly Significant
Normative	.526**	0.000	Highly Significant
Continuous improvement			
Affective	.695**	0.000	Highly Significant
Continuance	.484**	0.000	Highly Significant
Normative	.554**	0.000	Highly Significant
Leadership			
Affective	.689**	0.000	Highly Significant
Continuance	.490**	0.000	Highly Significant
Normative	.582**	0.000	Highly Significant
Employee fulfillment			
Affective	.733**	0.000	Highly Significant
Continuance	.538**	0.000	Highly Significant
Normative	.643**	0.000	Highly Significant
Training and Development			
Affective	.720**	0.000	Highly Significant
Continuance	.514**	0.000	Highly Significant
Normative	.630**	0.000	Highly Significant

Interrelationship of TQM, job satisfaction and organizational commitment among hotel employees

Process management			
Affective	.687**	0.000	Highly Significant
Continuance	.474**	0.000	Highly Significant
Normative	.595**	0.000	Highly Significant

Legend: Significant at p-value < 0.01

Table 5 displays the relationship between level of TQM practices and organizational commitment. The computed rho-values indicates a strong direct correlation, and the resulted p-values were all less than the alpha level of 0.01, thus a significant relationship exists. Result implies that the more that the better the practices, the more that they are committed.

If the hotel implements the customer focus, it will improve the customer satisfaction, and then show the appreciation and praise to the hotel and service providers. The employees' work will be affirmed and respected, and the organizational commitment will be improved accordingly. Haidilao restaurant attaches great importance to the well-being of employees and uses "family" management to meet the demands of employees, so that employees can meet every customer with enthusiastic working attitude and full working state (Hand, 2021). Shen and Zhang (2019) firmly believe that the service of hotel employees determines the satisfaction of hotel guests. The level of employees' salary, the number of holidays, the working environment, whether their career can develop and whether they are valued by the hotel will affect the level of employees' organizational commitment.

Supplier management is increasingly seen as a strategic weapon, the core of which is the ability to reduce costs, create partnerships and competitive advantages for companies. At the same time, supplier quality management can also improve the efficiency of the hotel staff, and ultimately to provide customers with high-quality service products. Wang et al. (2018) emphasized that a good supplier is a guarantee of high quality, and an excellent supplier will bring rich returns to the enterprise that buys its products or services. Wang (2019) believes that centralized procurement can improve the ability to cooperate with large suppliers. All activities are standardized. Employees no longer need to spend time on low-level temporary procurement. They can get better training and support.

The operating environment of the hotel is constantly changing, and we must ensure the service quality through continuous improvement. Zhou (2021) believes that the hotel industry should continue to improve the content and mode of service provision. Lou and Lin (2021) analyzed that the hotel industry should be more active in exploring new service models, mining online and offline marketing, and carrying out extensive digital marketing to promote the innovative development of the hotel industry.

For China's hotel industry, improving hotel leadership is an effective way to improve service quality and reduce employee turnover rate. Sun (2008) selected the Leader-Member exchange theory as the theoretical basis to verify that the perceived Leader-Member exchange relationship has a significant positive impact on employees' organizational commitment. Zhu and Wan (2019) proved that leaders' communication and coordination ability and strategic leadership ability have a high correlation with hotel employees' retention intention.

Obviously, the higher the employee's sense of achievement, the higher the employee's interest and investment in the work, and the higher the level of organizational commitment. Based on Herzberg's two-factor theory, Yin (2021) proposed that a sound employee welfare system is conducive to improving employees' job satisfaction and effectively encouraging employees to abide by organizational commitments. Zafar (2018) shows that there is a significant relationship between internal marketing and employee loyalty, internal marketing and job satisfaction.

Training is not only conducive to the development of employees' own knowledge and skills, but also conducive to the realization of hotel quality management objectives. Xu (2014) proposed that training can improve employees' professional ethics and sense of mission, improve the level of organizational commitment

and enhance the cohesion of the hotel. Fan (2021) believes that the hotel should carry out comprehensive training for grass-roots service personnel, so that every employee can work hard, sincerely care about customers and solve customers' problems.

The standardized process management of the hotel is helpful for employees to quickly get familiar with their jobs, improve work efficiency and ensure work quality. However, in the process of customer service, the service fluctuation of employees is inevitable, but for the quality fluctuation links that are easy to occur in the service, especially the customer service links, we must establish a perfect monitoring system. Fu (2021) stressed that the hotel should develop service quality management standards, objectives and monitoring procedures so that managers can check the work quality of each employee every day.

Table 6

Relationship between level of job satisfaction and organizational commitment

	Compensation	rho-value	p-value	Interpretation
Affective		.718**	0.000	Highly Significant
Continuance		.580**	0.000	Highly Significant
Normative		.604**	0.000	Highly Significant
	Promotion			
Affective		.769**	.769**	Highly Significant
Continuance		.531**	.531**	Highly Significant
Normative		.636**	.636**	Highly Significant
	Benefits			
Affective		.758**	0.000	Highly Significant
Continuance		.566**	0.000	Highly Significant
Normative		.660**	0.000	Highly Significant
	Recognition and Rewards			
Affective		.780**	0.000	Highly Significant
Continuance		.537**	0.000	Highly Significant
Normative		.657**	0.000	Highly Significant
	Training and Development			
Affective		.808**	0.000	Highly Significant
Continuance		.558**	0.000	Highly Significant
Normative		.656**	0.000	Highly Significant
	Career Development Opportunities			
Affective		.776**	0.000	Highly Significant
Continuance		.539**	0.000	Highly Significant
Normative		.634**	0.000	Highly Significant

Legend: Significant at p-value < 0.01

Table 6 displays the relationship between level of job satisfaction and organizational commitment. The computed rho-values indicates a very strong direct correlation, and the resulted p-values were all less than the alpha level of 0.01, thus a significant relationship exists.

The results show that the higher the employee's salary satisfaction, the more obvious the incentive effect of salary, and the higher the employee's organizational commitment level. Improving employees' salary satisfaction is the key factor to attract and retain talents, and it is also the inevitable requirement for hotels to achieve sustainable development in the fierce market competition. Tang and Song (2021) believed that star hotels should optimize the salary system, increase employees' work enthusiasm by improving salary, and appropriately increase some equity incentives, which is conducive to improving the sense of belonging of hotel employees. The latest research of Jin and Zhang (2021) also verified that there was a significant negative correlation between salary fairness and turnover intention.

Establishing a fair and just promotion system is an important way to improve employees' commitment level. Ye et al. (2020) based on the Marco Polo Parkside Hotel in Beijing as a typical object, the survey results show that 72.72% of employees believe that the hotel does not pay enough attention to employee promotion. Li (2015) indicates that the manager positions in the hotel are limited, but different levels can be set in each position, and the rise of employee level is also the performance of promotion. This way of promotion is a good way to

improve the level of organizational commitment.

Benefit is an important supplement to compensation. Satisfactory benefits can better motivate employees' daily work and cultivate loyal employees. Zhou and Quan (2018) believed that benefit is the most flexible part and an effective way for the hotel to motivate employees. It can also help the hotel attract and retain talents by paying welfare. Chen (2016) strongly stated that the hotel cannot adopt the system of equality for all when distributing benefits, which can neither effectively encourage the future work of excellent employees nor stimulate the work potential of employees with poor performance.

Recognition and reward, as a means of employee motivation, can improve employees' affirmation of self-worth and improve their level of organizational commitment. Song (2021) believes that the incentive methods are nothing more than material incentive and spiritual incentive. At present, most hotels in China tend to focus more on material incentives. But not all employees like material incentives. The hotel's long-term use of material rewards is obviously difficult to meet the needs of each employee, which will lead to the difficulty of giving full play to the role of the incentive mechanism. It is very important that recognition and reward must comply with the fairness theory (Deng, 2021).

Training can not only improve the professionalism of employees, but also improve the level of organizational commitment of employees through reasonable training, to alleviate the deterioration of brain drain. Ling and Zhang (2020) believe that training has a positive impact on the organizational commitment of knowledge workers. According to the social exchange theory, when employees perceive the organization's training on human capital investment, based on the principle of reciprocity, employees will choose to stay on. Hao (2016) found that the demand of hotel employees for training content is multifaceted, mainly including English, management methods, professional skills, professional ethics and literacy, unit culture, career planning, interpersonal relationship, and communication skills.

In today's fierce hotel competition environment, only relying on the traditional economic contract relationship cannot condense the organizational strength. Enterprises should start with the employees' sense of work dignity, salary satisfaction, ability improvement and career vision, provide economic and material guarantee, create learning and growth opportunities, establish promotion system and other career development opportunities by caring for the employees' psychology, strive to meet the spiritual and material needs of employees, and increase their level of organizational commitment. Gan (2017) tried to transplant the successful experience of German enterprises into the career development path management of talents in China's hotel industry. Sun and Zhang (2016) stressed the need to strengthen the care for female managers and all female employees, customize career plans that are in line with their own development for female managers of all ages, and provide them with a good working environment and atmosphere.

Based on the existing data and relevant literature, the researcher proposed a framework as shown in Figure 1 to describe the hypothetical relationship between job satisfaction, organizational commitment of high star hotel employees and total quality management practices.

A partial correlation was run to determine the relationship between organizational commitment and level of job satisfaction whilst controlling for TQM practices. There was a strong direct partial correlation between organizational commitment (3.13 ± 0.801) and level of job satisfaction (3.21 ± 0.756) while controlling for TQM practices (3.41 ± 0.644) which was statistically significant, $r = 0.499$, $n = 385$, $p = 0.000$.



Figure 1. Sustainable Development Framework of TQM, Job Satisfaction and Organizational Commitment

It was supported by zero-order correlations shows that there was a statistically significant, very strong direct correlation between organizational commitment and level of job satisfaction indicating that TQM practices greatly influence in controlling for the relationship between organizational commitment and job satisfaction. There is a highly significant positive correlation between these three variables. Hotel managers should try their best to improve employees' job satisfaction, optimize employees' organizational commitment, reduce turnover rate and training cost, improve employees' work enthusiasm and enterprise loyalty, enhance the stability of the staff team, maintain the work enthusiasm of the team, and create more value for the enterprise. Job satisfaction has a significant positive impact on respondents' organizational commitment. The working environment, especially the relationship between employees and supervisors, has the greatest impact on job satisfaction. Job satisfaction related to work system preference has the greatest impact on organizational commitment (Kunkaew, 2021). Similarly, Mochklas et al. (2021) proposed that organizational commitment has a positive but not significant impact on employees' job satisfaction.

The practice of hotel total quality management is highly related to the job satisfaction of all employees. Amin et al. (2017) explored the structural relationship between TQM and job satisfaction and hotel performance, and found that TQM structures have significant relationships with employee satisfaction and hotel performance. Leadership and customer focus play an important role in improving employee satisfaction and hotel performance. Prajgo et al. (2019) showed that people related TQM practice is positively correlated with job satisfaction at the individual and organizational levels, and has a greater impact on employees' attitude at the organizational level.

Total quality management and organizational commitment are also highly positively correlated. The practice of total quality management requires all employees with a high level of organizational commitment. Krajcsák (2019) pointed out that in the practice of total quality management, it is necessary to improve the emotional commitment and normative commitment of leaders and employees. Moreover, Karia and Muhammad (2006) reminded managers that TQM practices have a positive impact on employees' job-related attitudes, such as job involvement, job satisfaction, career satisfaction and organizational commitment. Almaamari and Raju (2020) verified that TQM has a significant positive impact on management performance, and organizational commitment is an important regulatory variable to regulate or strengthen the relationship between TQM and

management performance. Therefore, the development of China's hotel industry must pay attention to the development of these three aspects, so that they can promote each other and develop together to form a unified joint force to promote the sustainable development of the hotel industry.

4. Conclusion and Recommendations

4.1 Conclusion

The respondents of the study moderately agree on the hotel's TQM practices in terms of supplier quality management, continuous improvement, leadership, employee fulfillment, training and development, process management, except agree on customer focus. Therefore, customer relationship management is the top priority of total quality management. The respondents moderately agree on the level of job satisfaction in terms of compensation, promotion, benefits, recognition and rewards, training and development, career development opportunities. The respondents moderately agree on the hotel's commitment towards the organization in terms of affective, continuance and normative. The higher the level of organizational commitment, the higher the loyalty of employees to the hotel, and the turnover rate may decline. It was confirmed that there exists a very strong direct correlation between TQM practices and level of Job Satisfaction, TQM practices and Organizational Commitment, Job Satisfaction and Commitment. China's high star hotels must make use of their positive correlation to promote hotel total quality management and achieve sustainable development by improving job satisfaction and commitment. The researcher was able to propose sustainable development framework of TQM, Job Satisfaction and Organizational Commitment. It comprehensively described the strong correlation between the three.

4.2 Recommendations

For the senior managers of the hotel, it is necessary to design a flat organizational structure and standardized workflow to ensure that all employees participate in total quality management and ensure the service quality of the hotel. The managers must trust and motivate employees in a timely manner. Through sincere and open communication, managers can establish a relationship of mutual trust with employees and improve their satisfaction and organizational commitment. For the hotel human resources management department, it should always meet the needs and career expectations of employees. They may carefully design various policies for employees, create a suitable working environment, and create conditions for employees to be highly involved and strive to achieve the organization's quality objectives. For every contribution of employees, the hotel should give timely material and non-material incentives to employees in different places, and reward them through fair distribution, training and promotion system, so as to provide organizational support for employees' long-term career development planning. For the staff, it is necessary to strengthen the confidence in the hotel industry, actively improve the level of organizational commitment, establish personal work vision, make full use of the hotel resources to do a good job in career planning, and achieve self-realization goals. For the government, they may revise and consider strengthening policies related to employee welfare and other labor rights and interests, so as to ensure the legal protection of the remuneration, welfare and working hours of hotel employees. For future researchers, they may conduct further study the relationship between TQM practices, job satisfaction and organizational commitment, and try to take advantage of their high correlation to apply it to hotel staff management practices, focusing on hotel service quality and staff stability during the pandemic, in order to achieve the sustainable development of the hotel industry.

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