

Leadership and strategic quality management practices as drivers for critical success factors among Filipino-owned hotels in CALABARZON region

Llave, Rogelio B. ✉

Graduate School, Lyceum of the Philippines University - Batangas, Philippines

Ylagan, Alex D.

Lyceum of the Philippines University - Batangas, Philippines



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Abstract

The study sought to determine the leadership and strategic quality management practices as drivers for critical success factors among Filipino-owned hotels in CALABARZON region. It covered the leadership of Filipino-owned hotels in terms of individualized consideration, intellectual stimulation, inspirational motivation, idealized influence; the strategic quality management practices as to customer focus, supplier quality management, continuous improvement, leadership, employee fulfillment, training and development, and process management; and the critical success factors distinct to the practices of Filipino-owned hotels on management traits, guest experience, hotel design, cost control, and communal marketing. The distinct leadership characteristics of Filipino-owned hotels in CALABARZON were described on passion for excellence; organizational contribution and achievements; safety, teamwork and happiness; and loyalty and commitment. The prevailing strategic quality management practices were guest-centricity and satisfaction; quality, trust and familiarity for the selection of suppliers; employee participation; long-term quality plans; high performing work environment; innovations and training principles, and standardized instructions and processes. The influence of the manager; cleanliness and freshness of hotel rooms and products; safety, security, and visual appeal of layout and design; error-free data recording; and good image and hotel reputation were identified as critical factors to the success of Filipino-owned hotels. The relationship of leadership and strategic quality management practices was highly significant to critical success factors however, leadership was more significant to operate the critical success factors of Filipino-owned hotels. From the findings, a framework for leadership and strategic quality management practices to drive the critical success factors among Filipino-owned hotels in CALABARZON was proposed for managerial and practical use.

Keywords: mixed methods, distinct characteristics, prevailing practices, success factors

Leadership and strategic quality management practices as drivers for critical success factors among Filipino-owned hotels in CALABARZON region

1. Introduction

In the Philippines, there has been growing interest and development in leadership and strategic quality management practices among local hotels recently. These are necessary elements in the organizational success because of the impact they have on the organization's performance. Filipino-owned hotels have their own prevailing leadership and strategic quality management practices for successful hotel performance. Furthermore, the relevance of distinct key success factors on Filipino-owned business has positive relationship with successful business performance (Soriano, 2019). Key success factors are the critical success factors which have become necessary elements and activities to achieve the goals of local hotels. These are the limited number of areas in which satisfactory results will ensure successful competitive performance of the organization (Carlo, 2021). Filipino-owned hotels are properties that mainly provide room accommodations, food and beverages, and other relevant services for travelers and tourists. These hotels are owned and generally managed by Filipinos, and majority of the employees are locals in the place. The Filipino-owned hotels shape up all of its activities to achieve success. They can make use of some leadership and strategic quality management practices that have been proven valuable in hotel business operations. They have their own distinct characteristics which are important for success. With the opportunities and limitations, Filipino-owned hotels are not discouraged from pursuing their own successful hotel business. Apparently, hotel business in the country is one of the main contributors to tourism growth (PSA, 2023). Hotel leadership and strategic quality management practices are important functions for local tourist accommodation. There must be the effective and efficient combination of activities and processes designed to facilitate the achievement of goals and success of local hotels in the country explicitly the Filipino-owned hotels.

Leadership, as a variable on this study dealt with the behaviors of the leaders among Filipino-owned hotels, is comprising of four primary dimensions such as influence, motivation, stimulation, and consideration (Canobas, 2021; Bass et. al.,1994). Whereas, strategic quality management practices dealt with customer focus, supplier quality management, continuous improvement, leadership, employee fulfillment, suppliers, training and development, and process management which are all fundamentals of quality practices (Yankai, 2021; Evans, 2015; Beecroft; 1999). The leadership within the frame of strategic quality management practices described the plan of action or policy of the leaders for quality in particular other than the behaviors. In terms of the critical success factors for local hotels, management traits, guest experience, hotel design, cost control, and communal marketing, if properly managed with appropriate leadership and strategic quality management practices can bring individuals and organizations towards success and can significantly influence in the performance of the hotels (Carlo, 2021; Bhuian, 2021; Cooper, 2008). However, at present there is an absence of local studies on leadership and strategic quality management practices as drivers for critical success factors among Filipino-owned hotels. Aquino (2019) on decolonizing Philippine tourism and hospitality, local academic communities need to explore for other ways of uncovering the distinct characteristics and practices from within the boundaries of Philippine setting. More particularly, leadership and strategic quality management practices as drivers for critical success factors in the operation of local hotels in the region. Thus far, studies on leadership, strategic quality management practices and critical success factors among Filipino-owned hotels which are emerging with unique characteristics have not advanced in parallel to a more appropriate concept and method. This study intended to use the more applicable concepts and methods.

Suited for the purpose of the study, the integration of quantitative and qualitative data in mixed methods research using embedded design was undertaken. Embedded research design was a method of inquiry being used in a supportive or secondary role to primary data set which enables to make sense of the study in its entirety

(Creswell et. al.,2018; Almaki, 2016; Creswell et. al.,2011). The methodology employed in the study requires quantitative data from the adapted survey questionnaire, and qualitative data from the Filipino indigenous method. Both data were essential to provide stronger evidence and more confidence in the study from the realities. In conjunction, the study made use of adapted questionnaire from Canobas (2021) on leadership in terms of individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence. Yankai (2021) on customer focus, supplier quality management, continuous improvement, leadership, employee fulfillment, training and development, and process management in the context of strategic quality management practices; and from Bhuian (2021) on critical success factors for hotel business development in terms of management traits, guest experience, hotel design, cost control and communal marketing. In support, the Filipino indigenous method was employed in the study to suit local people with their distinct qualities and practices of Filipino-owned hotels. Yacat (2013) and Pe-pua et al. (2000), concepts and methods must be born out of the experience, thought and orientation of the Filipinos and their characteristics. The more useful concept and methodology based on the *Sikolohiyang Pilipino* which emphasized the development of Filipino Psychology is the reflection of unique experiences, orientation, and inner thoughts of local people (Enriquez, 1997; Enriquez, 1976).

The study covered the CALABARZON region or the Cavite, Laguna, Batangas, Rizal and Quezon. It is the fastest-growing region and considered to have played successful functions in the growth of tourism in the country (PSA, 2021). CALABARZON is a home for travel destinations and tourist attractions, to wit, cultural heritage and historic sites; religious sites and festivals; resorts and scenic views; and recreational and sport facilities. It is therefore deemed necessary to further develop the opportunities of the accommodation business in the region most importantly, the Filipino-owned hotels in CALABARZON. The utility value of the study was to develop a leadership and strategic quality management practices framework of Filipino-owned hotels in CALABARZON that would guide the hotel owners and managers to their distinct characteristics, qualities and techniques for a successful hotel operation from the region. Likewise, the study serves as referential tool for the provincial tourism offices and professional hotel organizations in the promotion and development opportunities of Filipino-owned hotels in the region. Further, the study would enrich the academe on hospitality and tourism management programs in proliferating research literature and new methodologies in discovering realities within the context of Filipino-owned hotels and its prevailing characteristics.

Objectives of the Study - The study determined the leadership and strategic quality management practices as drivers for critical success factors among Filipino-owned hotels in CALABARZON region. Specifically, it described the leadership of Filipino-owned hotels in terms of individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence; determined the strategic quality management practices as to customer focus, supplier quality management, continuous improvement, leadership, employee fulfillment, training and development, and process management; identified the success factors distinct to the practices of Filipino-owned hotels on management traits, guest experience, hotel design, cost control, and communal marketing; tested the significant relationship of leadership, strategic quality management practices, and critical success factors; and developed the leadership and strategic quality management practices framework for critical success factors among Filipino-owned hotels.

2. Method

Research Design - A mixed methods design was used in the study specifically with the use of embedded design where quantitative data were the primary data while the qualitative data were the secondary data to support the primary data. Embedded design was a mixed methods design in which one data set provided a supportive, secondary role in the study based primarily on the other data type (Creswell et. al.,2011; Creswell et. al.,2018). It was empirical research that involved the collection and analysis of both quantitative and qualitative data (Almaki, 2016). This approach enabled a greater degree of understanding and put forward a collection of core characteristics which highlighted the key factors within mixed methods research.

Participants of the Study - The respondents of the study were hotel employees of Filipino-owned hotels in

CALABARZON region. The study covered the Filipino-owned hotels accredited by the Department of Tourism (DOT). Filipino-owned hotels were hotel properties owned and generally managed by Filipinos based on the official information and business profile of accredited hotels of DOT- Region IV-A. As secondary reference, the lists of registered hotels at the Business Processing and Licensing Offices (BPLO) from the CALABARZON region were used. The criteria set in the study were Filipino-owned hotels in the region accredited by DOT and at least five years in the operation. The strategies describing its business, products/services, leadership, operation model and other essentials for success is within a five-year development plan (Pirraglia, 2019). Based on the set criteria, there were forty-three (43) qualified Filipino-owned hotels accredited by DOT in CALABARZON region with a total population of one thousand four hundred forty-six (1,446) hotel employees based on DOT-Region IV-A updated list in September of 2022.

In the quantitative method, to determine the number of participants from the total population of 1,446 hotel employees from DOT - accredited Filipino-owned hotels, Raosoft sample size was used. Raosoft, a software that generates the recommended minimum number of sample size of a research. It accounts the confidence level, margin of errors and response distribution (Raosoft, 2013). From Raosoft sample size, at least three hundred four (304) samples were recommended in the study for the quantitative data. With the sample size of at least 304 respondents from the total population of 1,446 employees of Filipino-owned hotels in the region, twenty one percent (21%) was used as percentage proportion to get the number of respondents from each hotel. However, when more opportunities from the management of Filipino-owned hotels were given for the study to gather more data, a total of three hundred sixty-two (362) successfully responded to the structured survey-type instrument of the study which was intended to gather the quantitative data.

In the qualitative method on the other hand, there were thirty (30) Filipino-owned hotel employees selected as key informants of the study. The typical recommended samples for qualitative study were 25-30 participants (Boddy, 2016; Creswell et. al.,2018). The participants were purposively selected for the study to gather the essential qualitative data. The participants in the qualitative method were not necessarily the respondents of the study in the structured survey-type instrument used for the quantitative data. Different participants were considered in the use of Filipino indigenous method to obtain the qualitative data. For different sets of participants in quantitative and qualitative methods, the hotel employees were qualified to participate in the study based on their number of years in service where they were presently employed of at least one year in service. They were at least eighteen years old, and they were accessible and capable as participants of the study.

Data Collection Instrument - Two data collection instruments were used in the study. The structured survey-type instrument specifically which was an adapted questionnaire to gather the quantitative data as the primary data of the study; and the Filipino indigenous method with instrument based on *Sikilohiyang Pilipino* or Filipino Psychology was employed to gather the qualitative data as secondary or supportive data to the quantitative data. For the quantitative data, a questionnaire was adapted from the studies of Canobas (2021) on leadership practices, Yankai (2021) on strategic quality management practices, and Bhuian (2021) on critical success factors influencing hotel business development. The permissions to adapt and use the questionnaire were sought from the authors. The adapted questionnaire has undergone the process of face, content and expert validations. The face validation was facilitated by the research adviser while the content and expert validations were completed by four (4) selected authorities or experts from the tourism and hotel industry. Specifically, the questionnaire was validated by tourism officer for tourism business planning and development in CALABARZON region, and Filipino hotel general managers in the country. Thereafter, questionnaire was improved and subjected to a grammarian for the standards of usage in language.

There were four parts of the questionnaire. Part I dealt with the demographics as to the age group, sex, educational attainment, and number of years in service. Part II dealt with leadership of Filipino-owned hotels specifically on individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence. Part III dealt with strategic quality management practices in terms of customer focus, supplier quality management, continuous improvement, leadership, employee fulfillment, training and development, and process

management. Part IV dealt with critical success factors distinct to Filipino-owned hotels in terms of management traits, guest experience, hotel design, cost control, and communal marketing. A five-point scale was used on the levels of influence, agreement and importance for leadership qualities, strategic management practices, and critical success factors respectively.

The questionnaire for the purpose of the study was placed under validity and reliability test. This was to check the validity and internal consistency of multiple Likert questions. Considering the Pearson product moment correlation using SPSS with the significant value, it was concluded that majority of the items were valid denoting the r value of 0.05. However, some items were removed or modified to make all items valid and reliable. Further, the result of reliability statistics showed that the computed Cronbach Alpha value for leadership was (0.952) and strategic quality management practices (0.939) both were strong or with excellent internal consistencies, while the critical success factors for hotels with (0.889) or good. Thus, the questionnaire was considered valid and reliable for use in general for the collection of qualitative data as the primary data of the study.

Table 1
Questionnaire Validity and Reliability Test

Variable	No. of Indicators	No. of Respondents	Cronbach Alpha	Interpretation
Critical Success Factors			0.889	Good
Management Traits	5	35	0.700	Acceptable
Guest Experience	5	35	0.719	Acceptable
Hotel Design	5	35	0.714	Acceptable
Cost Control	5	35	0.712	Acceptable
Communal Marketing	5	35	0.794	Acceptable
Leadership			0.952	Excellent
Individualized Consideration	9	35	0.907	Excellent
Intellectual Stimulation	7	35	0.907	Excellent
Inspirational Motivation	6	35	0.928	Excellent
Idealized Influence	7	35	0.833	Good
Strategic Quality Management Practices			0.939	Excellent
Customer Focus	3	35	0.706	Acceptable
Supplier Quality Management	4	35	0.763	Acceptable
Continuous Improvement	4	35	0.716	Acceptable
Leadership	4	35	0.780	Acceptable
Employee Fulfillment	4	35	0.872	Good
Training and Development	4	35	0.908	Excellent
Process Management	4	35	0.873	Good

While for the qualitative data, the Filipino indigenous method of Yacat (2013); Llave (2007); Pe-Pua et al. (2000); Llave (1998); Enriquez (1997); Bennagen (1985); San Juan et al. (1985); Pe-Pua (1982); Nery (1979); Gepigon et. al.,1978); and Santiago et al. (1976) was facilitated in the study to gather rich and informative data. There were two scales in the Filipino indigenous method used. These were the scale of the researcher and the scale of the relationship between the researcher and participants.

In the scale of the researcher, the "*pagmamasid*" or the general scanning of the place; "*pakikiramdam*" or sensing and feeling of what is happening; "*pagdalaw-dalaw*" or visiting; "*pakikipagkuwentuhan*" or informal conversation; and "*pagtatanung-tanong*" or unstructured, informal and interactive questioning were used in the study. While in the scale of the relationship between the researcher and participants, "*pakikipagpalagayang-loob*" or behavior, feelings and speech indicate that one feels secure and not shy with each other; "*pakikisama*" or getting along with; "*ginabayang talakayan*" or collective or focus group discussions; and "*panunuluyan*" or staying in the research setting. At this level, "*pagtatanung-tanong*" or unstructured, informal and interactive questioning was also administered for deeper and real responses or "*kaloob*" of the participants were obtained in the study. A guide to unstructured, informal and interactive questioning was devised to facilitate the Filipino indigenous method for the collection of qualitative data as secondary or supportive data of the study.

Data Gathering Procedure - Adhering to the standard operating procedures of the Graduate School of International Hospitality and Tourism Management of the Lyceum of the Philippines University-Batangas, the permission letters to undertake the study addressed to the General Managers through the Human Resources Department of Filipino-owned hotels in CALABARZON region were secured. Endorsement letter was requested from the Office of the Director of the Department of Tourism (DOT) Region IV-A to facilitate the data collection in the region. The request letters with the endorsement of the Office of the Director of DOT-Region IV-A to administer the questionnaires were sent electronically and personally to identified Filipino-owned hotels in the CALABARZON region with sample questionnaire. Upon approval of the permission to undertake the study through the Office of the Human Resources, coordination with Human Resource officers of the Filipino-owned hotels were undertaken by the researcher to further explain the purpose and importance of the study. Criteria were thoroughly discussed to qualify the hotel employees as participants of the study.

To gather the quantitative data, by hotel preference the questionnaires were administered either physically or electronically to gather the quantitative data. Majority of the hotels preferred the in-person data gathering where hard copies of the survey questionnaires were personally administered through the assistance of the Human Resource officers while very few hotels preferred the use of Google Form Link. The accomplished questionnaires were retrieved accordingly and these were checked for the completeness of data. The quantitative data from the adapted questionnaire were the primary data set for the study. Likewise, to gather the qualitative data, permission to undertake the study was sought. However, the Filipino indigenous instrument was employed with different set of participants from the respondents in the adapted questionnaire for the quantitative data. The participants were purposively selected as the key informants of the study. The Filipino indigenous method in the study was work in progress for more than three years. In early part of 2019, the initial or partial stage of Filipino indigenous method was undertaken for the collection of qualitative data in Filipino-owned hotels from the CALABARZON region. Data gathering for the qualitative data with the use of Filipino indigenous method was completed in the last part of 2022 coinciding with the administration of the adapted questionnaire used for the collection of quantitative data.

Through the process of Filipino indigenous method, the initial stage was with the use of the scale of the researcher. The identified Filipino-owned hotels in CALABARZON region were observed from time to time by the researcher to scan the place or the "*pagmamasid*" and sense and feel the situations and ongoing activities or the "*pakikiramdam*". Until the researcher visited the hotels more often or the "*pagdalaw-dalaw*"; and started to establish informal conversation or the "*pakikipagkuwentuhan*" with informal interactive questioning or the "*pagtatanung-tanong*". The friendly visit and camaraderie with the hotel managers and employees were established. At this stage, partial information were obtained. Subsequently, the use of scale of the relationship between the researcher and participants was undertaken. At this stage, more focused data gathering was facilitated where the researcher and hotel employees feel secure and not shy to each other in getting along with or the "*pakikisama*". Collective and focus group discussion or the "*ginabayang talakayan*" and staying in the research setting or the "*panunuluyan*" were performed by the researcher with the hotel employees. Furthermore, unstructured, informal and interactive questioning or the "*pagtatanung-tanong*" was also administered at this level for deeper and real responses or the "*kaloob*" of the participants were gained in the study. Novel and interesting stories, anecdotes, direct quotes, and other spoken interaction about the distinct characteristics of Filipino-owned hotels on the leadership and strategic quality management practices relevant to the critical success factors of Filipino-owned hotels were noted, recorded and transcribed. Transcription was an essential part of the Filipino indigenous method.

Data Analysis - To facilitate the mixed-methods design and integrate the quantitative data and qualitative data, embedded design was applied in which one data set provided a supportive, secondary role in the study based primarily on the other set of data type (Creswell et. al., 2011; Almalki, 2016). In the study, quantitative data were the primary sets of data and the qualitative data provided a supportive and secondary role. In the analyses of qualitative data, transcription and abstraction were used to reduce the information into a set of essential characteristics or the distinct, novel and interesting leadership, strategic quality management practices,

and critical success factors of Filipino-owned hotels popularly expressed or freely and openly admitted by the hotel employees. The direct quotes, stories, anecdotes and other spoken interaction of Filipino-owned hotel employees with distinct, novel and interesting characteristics were presented as secondary or supportive data.

Specifically, quantitative data from the statistical results presented in tabular form were analyzed, interpreted and enriched with relevant literature. The quantitative data were supported by qualitative data in the forms of stories or anecdotes and direct quotes from the participants with the assigned pseudonyms by which the names of different saints were adopted and used in the study for anonymity and confidentiality. In the study with an embedded design, primary findings from the quantitative data were strengthened or supplemented by findings from the qualitative data for stronger conclusions from the primary type of data. In terms of contextualization, mixing methods allowed this study to put findings in context and add richer details in the analyses of data. Finally based on the findings, leadership and strategic quality management framework was developed as drivers for critical success factors among Filipino-owned hotels.

Ethical Considerations - The ethical considerations to ensure that the research complied with ethical soundness, citations were placed in adapting the questionnaire and other relevant studies used in the study. Philippine Data Privacy Act of 2012 was promulgated in all undertakings of the study for privacy while ensuring free flow of information. Likewise, the integrity and objectivity of the study; and protection of the hotels and respondents through anonymity of the participants, confidentiality of the data, voluntary participation, informed consent, and responsible analysis and reporting of factual information from the sources were considered in the study. Specifically, pseudonyms were used to protect all the participants in the Filipino indigenous method where their stories, anecdotes and direct quoted were transcribed and abstracted for the purpose of the study.

3. Results and discussion

Table 2

Summary Table for Leadership of Filipino-owned Hotels

Leadership	Composite Mean	Interpretation	Rank
1. Individualized Consideration	4.557	Extremely Influential	4
2. Intellectual Stimulation	4.611	Extremely Influential	1
3. Inspirational Motivation	4.594	Extremely Influential	2
4. Idealized Influence	4.586	Extremely Influential	3
OVERALL MEAN	4.587	Extremely Influential	

Legend: 5.00 – 4.50 (Extremely Influential) 4.49-3.5 (Very Influential) 3.49-2.5 (Moderately Influential), 2.49-1.5 (Slightly Influential) and 1.49-1.00 – (Not at all Influential)

Table 2 presents the summary Table for leadership of Filipino-owned hotels with overall mean of 4.587. The overall mean indicates that individualized consideration, intellectual stimulation, inspirational motivations, and idealized influence are extremely influential leadership behaviors. Among the leadership behaviors, intellectual stimulation got the highest composite mean of 4.611; followed by inspirational motivation (4.594). These were verbally interpreted as extremely influential leadership qualities.

In general, the employees of Filipino-owned hotels in CALABARZON disclosed that among the leadership behaviors of the hotel managers, the intellectual stimulation behavior was the most prevailing leadership quality that is extremely influencing hotel employees. It indicated that the behaviors of Filipino managers in leading the hotel employees were towards stimulating the minds of the employees to maximize their talents, skills and work engagements. These characteristics of intellectual stimulation motivated the hotel employees to share their creativity and innovative ideas to achieve successful hotel performance. Intellectual stimulation followed by inspirational motivation; these two leadership behaviors were mostly appreciated by hotel employees in Filipino-owned hotels. These behaviors of the hotel managers influenced creativity, innovation, and engagement of the hotel employees.

According to Hyeon-Mo (2017) intellectual stimulation and inspirational motivation positively influenced intrinsic motivation in hospitality industry; while Thisera et al. (2018) emphasized that intellectual stimulation

positively influenced the engagement of the employees. Integrating ideas, creativity and innovation were positively influenced by intellectual stimulation behaviors of the leaders (Gabriel et al., 2022; Escortell et al., 2020; Hyeon-Mo, 2017; Canobas, 2021). While based on the qualitative data, to support the intellectual stimulation behavior of the hotel leaders in Filipino-owned hotels in the region, hotel leaders achieved the common goals and objectives of the hotel by direct participation in hotel plans and activities with strong conviction to influence their hotel employees by sharing their ideas, knowledge, interest in people, and motivational roles. Likewise on their motivational inspiration behavior, their leadership was founded on friendly and safe hotel environment, group or team work, charismatic way to inspire and motivate the hotel employees, and the level of happiness and excitement of hotel employees at work. However, the least items among the summary of leadership behaviors were idealized Influence (4.586); and individualized consideration got the lowest composite mean of 4.557. These were verbally interpreted as extremely influential.

Among the hotel employees of Filipino-owned hotels, they found individualized consideration the least from the observable leadership behaviors of the Filipino hotel managers. Individualized consideration is satisfying attribute of the hotel managers when the manager attends to each employee’s economic needs and guide the employee at work. It is very challenging for the hotel managers to listen to the concerns of their employees and provide them supports for some reasons like limited resources and heavy work load under the stiff competition among hotels in the region. According to Khan et al. (2020), the extent of individualized consideration is for the managers to provide socio-economic support; and it is very challenging when available resources are limited. The individualized consideration helps in instilling employees trust on leaders and in developing personalized interaction amid leaders and employees where followers feel esteemed and supported as leaders listen and respect their ideas which in turns helps in developing their confidence (Khan et al., 2020).

Table 3

Summary Table for Strategic Quality Management Practices of Filipino-owned Hotels

Strategic Quality Management Practices	Composite Mean	Interpretation	Rank
1. Customer Focus	4.692	Strongly Agree	1
2. Supplier Quality Management	4.615	Strongly Agree	2
3. Continuous Improvement	4.582	Strongly Agree	5
4. Leadership	4.541	Strongly Agree	6
5. Employee Fulfillment	4.595	Strongly Agree	4
6. Training and Development	4.535	Strongly Agree	7
7. Process Management	4.599	Strongly Agree	3
OVERALL MEAN	4.594	Strongly Agree	

Legend: 5.00 – 4.50 (Strongly Agree) 4.49-3.5 (Agree) 3.49-2.5 (Moderately Agree), 2.49-1.5 (Disagree) and 1.49-1.00 – (Strongly Disagree)

Table 3 presents the summary Table for the strategic practices of quality management of Filipino-owned hotels. The overall mean score of 4.594 indicates the strong agreement of the hotel employees on customer focus, supplier quality management, continuous improvement, leadership, employee fulfillment, training and development, and process management. Among the strategic practices, customer focus got the highest mean score with composite mean of 4.692; followed by the supplier quality management with composite mean of 4.615. These were verbally interpreted as strongly agree by the respondents.

The study revealed that the Filipino-owned hotels in CALABARZON were primarily focused on customers or hotel guests and their unique hotel experiences. Customer focus among strategic quality management practices was geared towards guest satisfaction. Customer focus as the number one strategic quality management practice of Filipino-owned hotels in the region can build guest loyalty and repeat business to achieve successful financial performance and sustain the hotel business and its stakeholders. This strategic quality management practice on customer focus can be sustained by supplier quality management. To remain competitive in the market and achieve successful hotel business, higher levels of guest satisfaction and guest loyalty are metrics of success (Kanchan et. al.,2017). Customer-centricity or guest-centricity should be one of the major strategic quality practices of managers in hospitality to satisfy hotel guests and increase guest loyalty (Inversini, 2020). Asim et al. (2021) emphasized that there is significant and positive relationship between process management

approach for customer focus and the procurement efficiency. Kasiri et al. (2017) customer focus aims for customer satisfaction by integration of standardization and customization. However, Suleri et al. (2021) while most hotels operate with an internal focus, it is essential to examine interactions from the customer's perspective; and the important themes emerged such as the customer journey, hotel performance, physical and non-physical components, buying behavior, and customer engagement.

While based on the qualitative data, to support customer focus as the most important strategic quality management practice of Filipino-owned hotels in the region, it was manifested by satisfying the hotels guests through making them happy with the products and services; and they were relaxed, comfortable, at home, and importantly intended during stay at the hotel. Likewise, quality products and services of the hotels are sustained by the supplier quality management. Filipino-owned hotels in the region ensured the quality and consistency of suppliers' goods and materials by selecting suppliers who were familiar with the hotel management, with affinity to the hotel owners, and suppliers within the community. However, among the strategic quality management practices, the least from the ranks were continuous improvement (4.582); leadership (4.541); and training and development with the lowest composite mean of 4.535. These items are verbally interpreted as strongly agreed by the respondents. Training and development is a significant factor for success but it entails cost investments for employees' continued education, competencies and career growth. Aslam et al. (2021) emphasized that highly trained and developed employee becomes an asset to the organization for they have the ability to improve the overall performance and assist in the success of the organization. As earlier mentioned, quality training and development brings out various essential qualities of hotel employees to achieve improved service quality (Agarwal et. al.,2021). Nevertheless, Filipino-owned hotels despite of limitations pursue quality training and development based on resources available to them. Quality as effective strategy in an increasingly competitive market has focused hotel companies to implement programs like training and development in order to develop the competence of employees, improve the products and services; and satisfy hotel guests (Barbosa et al., 2017)

Table 4
Summary Table of Critical Success Factors for Filipino-owned Hotels

Critical Success Factors	Composite Mean	Interpretation	Rank
1. Management Traits	4.735	Very Important	1
2. Guest Experience	4.681	Very Important	2
3. Hotel Design	4.592	Very Important	4
4. Cost Control	4.447	Important	5
5. Communal Marketing	4.597	Very Important	3
OVERALL MEAN	4.611	Very Important	

Legend: 5.00 – 4.50 (Very Important) 4.49-3.5 (Important) 3.49-2.5 (Moderately Important), 2.49-1.5 (Slightly Important) and 1.49-1.00 – (Not at all Important)

Table 4 presents the summary Table for the critical success factors of Filipino-owned hotels. The overall mean score of 4.611 indicates that management traits, guest experience, hotel design, and communal marketing are critical factors which are very important for success. Among the critical success factors, management traits got the highest composite mean score of 4.735; followed by guest experience with (4.681). These were verbally interpreted as very important.

Management traits are the most critical success factors among Filipino-owned hotels in CALABARZON. The qualities, abilities and personalities of the hotel managers are very important in the successful operation of the hotels. The traits of the hotel managers are one of the strengths of Filipino-owned hotels to lead the hotel organization for success. Subsequently, hotel guest experience is a very important success factor for Filipino-owned hotels. Guest experience is critical to success, it serves as one of the metrics of hotel performance and it affects the satisfaction and loyalty of the guests to hotel. Alegre et al. (2016), the qualities and traits of management are very important key factors for success especially towards hotel owners, managers and employees. Success factors for hotels can vary depending on certain factors and circumstances such as management styles, traits, culture, characteristics, and policies. Hotels are driven by certain decisions and actions, which in turn, are influenced by owner or manager's behavior; and behaviors guided by traits there is strong positive relationship between traits and success (Pattanayak et. al.,2021). Likewise, guest experience is vital for

the viability of hotels. Guest experience indicates the satisfaction level of the guests and loyalty in terms of the quality of products and services of Filipino-owned hotels. Nevertheless, in Akaka et al. (2015), successful hotels also consider on how norms and qualities from the context of the guests affect their experiences. Future hotel decisions are derived from the experiences of the guests to further improve the products and services.

While based on the qualitative data, to support management traits and guest experience as the most important critical success factors among Filipino-owned hotels in the region, Filipino-owned hotels are successful when the managers are demonstrating good influence, trust, reconciling ability with fairness and patience, and direct participation; and when the hotel guests are experiencing the freshness and cleanliness of the hotel rooms and other hotel facilities, when they are happy and comfortable during their stay, when there is attention to details and their requests are provided, when they are treated important like a family, and when they are attended by competent hotel personnel with good personality.

Among the least the from ranks of critical success factors are communal marketing (4.597); while hotel design (4.592). These are verbally interpreted as very important. However, cost control got the lowest composite mean score of 4.447 or verbally interpreted as important. Cost control is important critical success factor for Filipino-owned hotels. However, cost control from the perspectives of employees of Filipino-owned hotels it is the way how to reduce or even cut the hotel expenses to maximize the profit of the hotel. On the other hand, taking the managers' point of view, it is the effective and efficient way to conform to the predetermined quality standards at the most feasible cost. The context of cost control from the hotel employees is different from the hotel managers. Hotels need to identify their core cost structure, unique resources and strategic practices to succeed. As strategic practice, Filipino business owners and managers perceive economic values in terms of efficiency, cost-reduction, and stronger revenues. It is very important how to absorb costs and manage as these can all contribute to profitable hotel. For hotels abroad, to achieve a successful hotel performance, cost is a critical factor for business tourism (Marais et al., 2017) and the management of cost system is a critical success factor for hotels (Campos et al., 2022) while conforming to standard quality and quantity at most feasible cost in the management of the production and delivery of hotel products and services.

As shown in Table 5, there was a strong correlation between leadership and strategic quality management practices among Filipino-owned hotels in CALABARZON region. The computed *p-values* were less than 0.01 level of significant correlation denoting high significant relationship between leadership behaviors on individualized consideration, intellectual stimulation, inspirational motivation and idealized influence, and that strategic quality management practices on customer focus, supplier quality management, continuous improvement, leadership, employee fulfillment, training and development, and process management.

Table 5
Relationship Between Leadership and Strategic Quality Management Practices

Leadership	Strategic Quality Management Practices	Pearson-r value	p-value	Interpretation
Individualized Consideration	Customer Focus	.564**	0.000	Highly Significant
	Supplier Quality Management	.629**	0.000	Highly Significant
	Continuous Improvement	.664**	0.000	Highly Significant
	Leadership	.639**	0.000	Highly Significant
	Employee Fulfillment	.618**	0.000	Highly Significant
	Training and Development	.634**	0.000	Highly Significant
	Process Management	.616**	0.000	Highly Significant
	Composite Mean	.723**	0.000	Highly Significant
Leadership Stimulation	Customer Focus	.615**	0.000	Highly Significant
	Supplier Quality Management	.643**	0.000	Highly Significant
	Continuous Improvement	.668**	0.000	Highly Significant
	Leadership	.657**	0.000	Highly Significant
	Employee Fulfillment	.634**	0.000	Highly Significant
	Training and Development	.643**	0.000	Highly Significant
	Process Management	.635**	0.000	Highly Significant
	Composite Mean	.744**	0.000	Highly Significant

Leadership and strategic quality management practices as drivers for critical success factors of hotels

Leadership	Strategic Quality Management Practices			
Inspirational Motivation	Customer Focus	.537**	0.000	Highly Significant
	Supplier Quality Management	.606**	0.000	Highly Significant
	Continuous Improvement	.584**	0.000	Highly Significant
	Leadership	.567**	0.000	Highly Significant
	Employee Fulfillment	.612**	0.000	Highly Significant
	Training and Development	.577**	0.000	Highly Significant
	Process Management	.566**	0.000	Highly Significant
	Composite Mean	.670**	0.000	Highly Significant
Leadership	Strategic Quality Management Practices			
Idealized Influence	Customer Focus	.613**	0.000	Highly Significant
	Supplier Quality Management	.713**	0.000	Highly Significant
	Continuous Improvement	.681**	0.000	Highly Significant
	Leadership	.660**	0.000	Highly Significant
	Employee Fulfillment	.682**	0.000	Highly Significant
	Training and Development	.648**	0.000	Highly Significant
	Process Management	.661**	0.000	Highly Significant
	Composite Mean	.770**	0.000	Highly Significant
Leadership	Strategic Quality Management Practices			
OVERALL MEAN	Customer Focus	.636**	0.000	Highly Significant
	Supplier Quality Management	.708**	0.000	Highly Significant
	Continuous Improvement	.709**	0.000	Highly Significant
	Leadership	.689**	0.000	Highly Significant
	Employee Fulfillment	.696**	0.000	Highly Significant
	Training and Development	.684**	0.000	Highly Significant
	Process Management	.677**	0.000	Highly Significant
	Composite Mean	.794**	0.000	Highly Significant

***. Correlation is significant at the 0.01 level (2-tailed)*

The high significant relationship of individualized consideration behavior of the hotel managers to customer focus, supplier quality management, continuous improvement, leadership, employee fulfillment, training and development, and process management is indicated on offering excellent products and services to guests, performing tasks with least supervision, utilizing effective tools and resources to do job well, feeling secure and stable in the organization, producing quality outputs, carrying out tasks on time, doing work independently, and considering additional work as job advancement. This is supported by Khalil et al. (2017) where individualized consideration has significant positive influence on job performance and satisfaction. It is true that individualized consideration behavior of the hotel leaders influences the hotel quality performance. As earlier emphasized in Khan et al. (2020), individualized consideration and the employees' performance are significant factors in affecting overall hotel performance.

The high significant relationship of intellectual stimulation behavior of the hotel managers to customer focus, supplier quality management, continuous improvement, leadership, employee fulfillment, training and development, and process management was shown in contributing to meet organization's goals and objectives, understanding their role for organizational success, taking part in making plans for betterment of the hotel company, enjoying career advancement or professional growth opportunities, participating in dialogue for change and development, and working according to their field of expertise. Intellectual stimulation is based on motivating followers to share ideas, innovation, and creativity (Gabriel et al., 2022; Escortell et al., 2020). Further, intellectual stimulation indicated positive and significant relationship with employees' job satisfaction (Khalil et al., 2018); while Paddit (2021) emphasized that job satisfaction level has a direct correlation to the ability of the hotels to increase guest satisfaction and improve hotel services.

The high significant relationship of inspirational motivation behavior of the hotel managers to customer focus, supplier quality management, continuous improvement, leadership, employee fulfillment, training and development, and process management was implied in ensuring safe and convenient workplace, working for the organization with high spirit of teamwork, showing happiness and satisfaction working for the company, realizing that employees were valuable assets to the organization, treating employees fairly and appreciate well-done job, and giving recognition and rewards for achievements. It was earlier pointed out that Filipino managers recognize the value of their employees in the success of business (Fernandez, 2011); and in the

organizational commitment (Canobas, 2021; Alzoubi et al., 2020; Sung et al., 2019). Ngaithe et al. (2016) indicated that inspirational motivational of the leaders have significantly and positively increased performance of the employees.

The high significant relationship of idealized influence behavior of the hotel managers to customer focus, supplier quality management, continuous improvement, leadership, employee fulfillment, training and development, and process management was revealed in showing greatest loyalty and commitment to organization, practicing good working relationship with the organization, observing honest and ethical behavior, demonstrating dedication and initiatives towards work, and taking pride of every accomplishment in the organization. Sutanto et al. (2021) showed that human resources performance is significantly influenced by idealized influence. Hotel managers are expected to show confidence, respect and selflessness to earn the trust of the employees (Agyemang et al., 2017). Hotel managers have to act as role models with their worthy values and principles in their performance (Maquieira et al., 2020).

As shown in Table 6, leadership and strategic quality management practices had strong correlation with the critical success factors of Filipino-owned hotels in CALABARZON region. The computed *p-values* were less than 0.01 level of significant correlation indicating high significant relationship of leadership behaviors on individualized consideration, intellectual stimulation, inspirational motivation and idealized influence, and the strategic quality management practices in customer focus, supplier quality management, continuous improvement, leadership, employee fulfillment, training and development, and process management with the critical success factors in terms of management traits, guest experience, hotel design, cost control, and communal marketing. However, between leadership and strategic quality management practices with the critical success factors, leadership was more significant considering the overall mean of *r value* with .689. Thus, when the leadership behaviors of the hotel managers became more influential the strategic quality management practices became better in effect; and the critical success factors among Filipino-owned hotels were more driven by leadership with strategic quality management practices.

The high significant relationship of leadership and strategic quality management practices with management traits as critical factors is evident driver for success among Filipino-owned hotels. According to Franco (2020) and Franco (2010), the qualities and traits of management are very important key factors for success. Supported by Morrison (2016), the Rockart's concepts of success factors are founded on management traits, environmental conditions and business characteristics. Success factors for hotels include styles, traits, culture, characteristics, and other practices; and management traits have positive relationship with success (Pattanayak et al., 2021). Faraj et al. (2021) emphasized that people work most effectively when they trust each other. The abilities, presence at work, influence, and charisma help leaders be recognized for harmony and cooperation among managers and employees (Franco, 2010; Escortell, et al., 2022; Gabriel et al., 2022). The organization requires value-based management. This is to inspire people in the organization, while also serving as a source of identity and pride for the organization's members, and good will for the guests.

The high significant relationship of leadership and strategic quality management practices with hotel guest experience as critical factor is evident driver for success among Filipino-owned hotels. Landman (2017) pointed out that concept of hotel encompasses the unique type of experience for guests, the quality of rooms and the kind of other products like the food and beverage offerings. On the other hand, in terms of hotel employees, Harkinson (2017) described that memorable guest experience is found on staff members who are dedicated, engaging, generous, and personalized in dealing with the hotel guests. Moreover, hotel employees who are presentable, competent, and attentive to the needs and requests of the guests have positive significance on guest experience (Mutinda, 2020).

The high significant relationship of leadership and strategic quality management practices with hotel design as critical factor is evident driver for success among Filipino-owned hotels. There are different attributes of critical success factors in terms of hotel design. Pecotic et al. (2014) indicated that hotel layout and design must

be comfortable in the sense of convenience, privacy and safety; and design with interesting stories to get the attention of the visitors. Achala et al. (2016) proved in their findings the impact of hotel design and majority of the hotel guests admitted that they consider hotel design like the interiors, landscapes, and surroundings. The visual appeal of the hotel facilities ensures guest satisfaction (Mutinda, 2020); and guests' mental satisfaction, customer loyalty, and perceptions (Alsaqre, 2011). However, Landman (2017) unique environment must be coupled with unique guest experience to satisfy the hotel guests.

Table 6

Relationship of Critical Success Factors to Leadership and Strategic Quality Management Practices

Critical Success Factor	Leadership	Pearson value	r	p-value	Interpretation
Management Traits	Individualized Consideration	.548**		0.000	Highly Significant
	Intellectual Stimulation	.482**		0.000	Highly Significant
	Inspirational Motivation	.439**		0.000	Highly Significant
	Idealized Influence	.466**		0.000	Highly Significant
	Composite Mean	.529**		0.000	Highly Significant
Strategic Quality Management Practices					
Management Traits	Customer Focus	.456**		0.000	Highly Significant
	Supplier Quality Management	.436**		0.000	Highly Significant
	Continuous Improvement	.484**		0.000	Highly Significant
	Leadership	.382**		0.000	Highly Significant
	Employee Fulfillment	.439**		0.000	Highly Significant
	Training and Development	.411**		0.000	Highly Significant
	Process Management	.389**		0.000	Highly Significant
	Composite Mean	.494**		0.000	Highly Significant
	Guest Experience				
Guest Experience	Individualized Consideration	.573**		0.000	Highly Significant
	Intellectual Stimulation	.542**		0.000	Highly Significant
	Inspirational Motivation	.485**		0.000	Highly Significant
	Idealized Influence	.511**		0.000	Highly Significant
	Composite Mean	.577**		0.000	Highly Significant
Hotel Design					
Hotel Design	Customer Focus	.543**		0.000	Highly Significant
	Supplier Quality Management	.523**		0.000	Highly Significant
	Continuous Improvement	.524**		0.000	Highly Significant
	Leadership	.445**		0.000	Highly Significant
	Employee Fulfillment	.454**		0.000	Highly Significant
	Training and Development	.478**		0.000	Highly Significant
	Process Management	.399**		0.000	Highly Significant
	Composite Mean	.554**		0.000	Highly Significant
	Hotel Design				
Hotel Design	Individualized Consideration	.582**		0.000	Highly Significant
	Intellectual Stimulation	.507**		0.000	Highly Significant
	Inspirational Motivation	.428**		0.000	Highly Significant
	Idealized Influence	.527**		0.000	Highly Significant
	Composite Mean	.558**		0.000	Highly Significant
Hotel Design					
Hotel Design	Customer Focus	.459**		0.000	Highly Significant
	Supplier Quality Management	.452**		0.000	Highly Significant
	Continuous Improvement	.492**		0.000	Highly Significant
	Leadership	.447**		0.000	Highly Significant
	Employee Fulfillment	.460**		0.000	Highly Significant
	Training and Development	.430**		0.000	Highly Significant
	Process Management	.417**		0.000	Highly Significant
	Composite Mean	.521**		0.000	Highly Significant

The high significant relationship of leadership and strategic quality management practices with cost control as critical factor is evident driver for success among Filipino-owned hotels. Cost control is a critical success factor where cost control measures are effectively and efficiently used to maximize the available resources of Filipino-owned hotels based on its predetermined quality and standard cost. The economic values of business among Filipino owners and managers are measured on cost effectiveness, operational efficiency and stronger revenues (Franco, 2020; 2010). According to Alegre et al. (2016), in their study indicated that one of the success

factors is innovative control. The use of technologically assisted data and control facilitates accuracy on records and inventories. Activity-based costing, proper recording and accurate report are very important elements of cost control structure (Campos et al., 2022).

Table 6 (continuation)

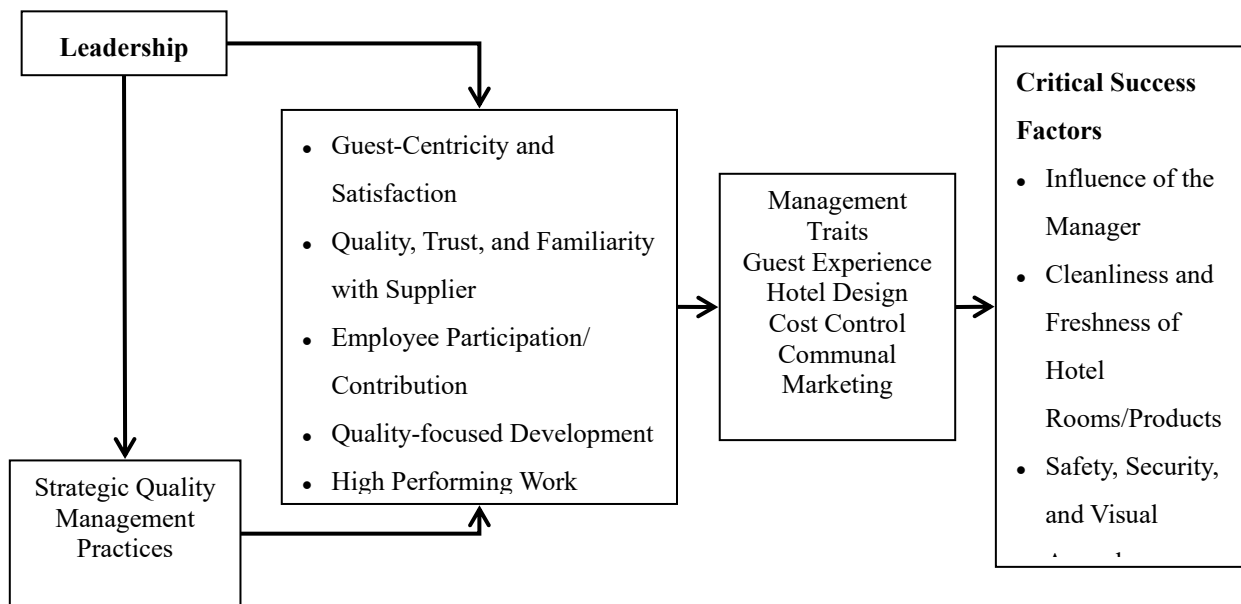
Critical Success Factor	Leadership			
Cost Control	Individualized Consideration	.592**	0.000	Highly Significant
	Intellectual Stimulation	.471**	0.000	Highly Significant
	Inspirational Motivation	.444**	0.000	Highly Significant
	Idealized Influence	.478**	0.000	Highly Significant
	Composite Mean	.543**	0.000	Highly Significant
	Strategic Quality Management Practices			
	Customer Focus	.378**	0.000	Highly Significant
	Supplier Quality Management	.472**	0.000	Highly Significant
	Continuous Improvement	.471**	0.000	Highly Significant
	Leadership	.440**	0.000	Highly Significant
	Employee Fulfillment	.417**	0.000	Highly Significant
	Training and Development	.370**	0.000	Highly Significant
	Process Management	.361**	0.000	Highly Significant
	Composite Mean	.480**	0.000	Highly Significant
	Critical Success Factor	Leadership		
Communal Marketing	Individualized Consideration	.617**	0.000	Highly Significant
	Intellectual Stimulation	.533**	0.000	Highly Significant
	Inspirational Motivation	.443**	0.000	Highly Significant
	Idealized Influence	.569**	0.000	Highly Significant
	Composite Mean	.590**	0.000	Highly Significant
	Strategic Quality Management Practices			
	Customer Focus	.492**	0.000	Highly Significant
	Supplier Quality Management	.535**	0.000	Highly Significant
	Continuous Improvement	.534**	0.000	Highly Significant
	Leadership	.469**	0.000	Highly Significant
	Employee Fulfillment	.514**	0.000	Highly Significant
	Training and Development	.480**	0.000	Highly Significant
	Process Management	.433**	0.000	Highly Significant
	Composite Mean	.570**	0.000	Highly Significant
	Critical Success Factors	Leadership		
OVERALL MEAN	Individualized Consideration	.719**	0.000	Highly Significant
	Intellectual Stimulation	.624**	0.000	Highly Significant
	Inspirational Motivation	.551**	0.000	Highly Significant
	Idealized Influence	.629**	0.000	Highly Significant
	Composite Mean	.689**	0.000	Highly Significant
	Strategic Quality Management Practices			
	Customer Focus	.570**	0.000	Highly Significant
	Supplier Quality Management	.596**	0.000	Highly Significant
	Continuous Improvement	.616**	0.000	Highly Significant
	Leadership	.539**	0.000	Highly Significant
	Employee Fulfillment	.563**	0.000	Highly Significant
	Training and Development	.532**	0.000	Highly Significant
	Process Management	.492**	0.000	Highly Significant
	Composite Mean	.644**	0.000	Highly Significant

** . Correlation is significant at the 0.01 level (2-tailed)

The high significant relationship of leadership and strategic quality management practices with communal marketing as critical factor is evident driver for success among Filipino-owned hotels. Based on studies, hotels maximize its marketing efforts on service quality and local marketing (Avcikurt et al., 2011). Intensive marketing is effective with the use of quality products and community networks to improve the business performance of the hotels. In community marketing and branding, key findings from Meek (2016) indicate that the strongest individual level influence on participative behavior is the network ties that develop between members of the community; while Marais et al. (2017), educating the market and marketing value add-ons were identified as key important factors to make the hotels more competitive. Thus, the results demonstrated that partnership or collaborative approach from the different stakeholders is commonly practiced for successful hotel

business.

Proposed Framework for Leadership and Strategic Quality Management Practices as Drivers for Critical Success Factors Among Filipino-owned Hotels in CALABARZON Region



The proposed framework exhibits the leadership and strategic quality management practices as drivers for the critical success factors of Filipino-owned hotels in CALABARZON. Leadership is found to be a better driver for critical success factors among Filipino-owned hotels. It directs the strategic quality management practices to drive the critical success factors among Filipino-owned hotels. When the behaviors of the leaders of Filipino-owned hotels become more influential the strategic management practices are stronger in effect. Extremely influential leadership behaviors are the passion for excellence in hotel products and services; organizational contribution and achievement; safety, teamwork and happiness at work; and loyalty and commitment. While the strategic quality management practices are guest-centricity and satisfaction; quality, trust, and familiarity with supplier; employee participation and contribution; quality-focused development; high performing work environment; innovation and skill training principles; and standardized instructions and processes. Leadership and strategic quality management practices impactfully drive the success factors of Filipino-owned hotels in CALABARZON region in terms of management traits, guest experience, hotel design, cost control, and communal marketing. Evidently, the leadership and strategic quality management practices directly influence the critical success factors of Filipino-owned hotels in the region viz. influence of the manager; cleanliness and freshness of hotel rooms and other products; safety, security, and visual appeal of layout and design; error-free data recording; and good image hotel reputation. Critical success factors are limited and particularly important hotel characteristics, qualities and practices if properly managed with appropriate leadership and strategies, can drive individuals and organizations towards success and can significantly influence the performance of the hotels.

The strength of the proposed of framework is the methodology used to empirically develop the most applicable framework for Filipino-owned hotels in the region considering its distinct and interesting characteristics. The framework is developed from a mixed-methods research design embedding the quantitative and qualitative information. The quantitative data as primary set of information is supported by qualitative evidence derived from Filipino indigenous method. However, the proposed framework could be further enhanced by integrating additional information on the components of financial performance as critical success factors among Filipino-owned hotels in CALABARZON. This will expound the metrics of success for Filipino-owned hotels in the region.

The proposed framework could be used by hotel owners and managers in adopting leadership and strategic quality management practices to drive the critical factors for success and in improving the promotion and development opportunities of Filipino-owned hotels in the region. Likewise, the framework serves as spring board in proliferating management concepts and practices for discovering realities within the context of Filipino-owned hotels and its prevailing characteristics.

4. Conclusions and recommendations

Distinct leadership characteristics were apparent in the operation of Filipino-owned hotels in the region. The intellectual stimulation was the most influential leadership behavior where hotel managers were geared towards stimulating the minds of the hotel employees to maximize employees' talents, skills and work engagements for excellent products/services and organizational achievements. It was supported with inspirational motivation that made the hotel managers to show the creative awareness on the motivational strategies and adaptive approaches on the growth of the hotel organization through safe, collaborative and happy work environment; idealized influence by which hotel managers manifested greatest loyalty and commitment to hotel organization by good working relationship and ethical behaviors; and individualized consideration by recognizing and responding to the needs of the hotel employees. The strategic quality management practices of Filipino-owned hotel in the region were evident in customer focus, supplier management, continuous improvement, leadership, employees' fulfilment, training and development, and process management by allowing a guest-centric approach, enhancing operational efficiency, boosting employee engagement, improving service quality, innovation skills, and process standardization. All these strategic quality management practices significantly implicated guest satisfaction and loyalty, optimum utilization of resources and quality consistency for Filipino-owned hotels. The critical success factors among Filipino-owned hotels in the region were identified on the management traits, guest experience, hotel design, cost control, and communal marketing specifically, the managerial and practical implications for success were derived from the influence of the manager; cleanliness and freshness of hotel rooms and products; safety, security, and visual appeal of layout and design; error-free data recording; and good image and hotel reputation. There was high significant relationship between leadership and strategic quality management practices. The relationship of leadership and strategic quality management practices was driving the critical success factors of the hotels. However, leadership was a better driver for success when it directed the strategic quality managements practices. When the leadership became more influential, the strategic quality management practices were stronger in effect, the critical success factors of Filipino-owned hotels were more driven. A proposed framework was developed for Filipino-owned hotels in CALABARZON on leadership and strategic quality management practices conceptualized and framed to operate the critical factors for the success of Filipino-owned hotels in the region.

Filipino-owned hotels may venture on innovation and quality skills training for the young and professional hotel employees to maximize the use of their potential abilities and talents for effective and efficient use of available resources, distinct characteristics and quality practices of Filipino-owned hotels. The owners and managers of Filipino-owned hotels may enrich their distinct leadership characteristics as a result of leadership is a better driver of critical success factors of Filipino-owned hotels. They may complement the strategic quality management practices to drive the critical success factors through intellectual stimulation and inspirational motivation of the leaders in the hotel organization. The proposed framework for leadership and strategic quality management practices as drivers for critical success factors among Filipino-owned hotels in CALABARZON region may be used as their reference for successful hotel operations and quality performance. The Department of Tourism and professional associations on hospitality and tourism in the region may accommodate the proposed framework to guide them for improving the promotion and development opportunities of Filipino-owned hotels in the region. The proposed framework could be enhanced with additional resources available to them. To the academe on hospitality and tourism education, the information provided in this study may be used for proliferating research literature and new methodologies in discovering realities within the context of Filipino-owned hotels and its prevailing characteristics. For future studies, the present study may be

replicated or complemented for further new knowledge on Filipino-owned hotels. The information provided by this study may serve them for future research undertakings; and it is highly recommended to integrate the financial performance of Filipino-owned hotels as one their success factors to address the limitation of the present study.

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