

# Customer service orientation and ethical behavior influencing the quality management practices among resort in the Central Luzon Region

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## Abstract

The resort industry in Central Luzon is highly competitive, necessitating differentiation through superior customer experiences. However, limited research exists on the interrelationship between customer service orientation, ethical behavior, and quality management practices in this sector. This study investigates the impact of organizational culture, business strategy, and ethical leadership on employee perceptions of customer service orientation within a resort setting. The researcher utilized a descriptive quantitative research design to obtain customer service orientation and ethical behavior influence the quality management practices among resort hotels in Central Luzon, as assessed by resort employees using a survey questionnaire distributed via Google Forms or gathered personally. A total of 150 resort employees were identified as study respondents using purposive sampling. The weighted mean and ANOVA were utilized to determine whether there were significant differences in quality management practices across different resorts. The result of the study revealed that continuous employee training, clear communication, and ethical leadership were significant in promoting high service standards and fostering a positive organizational culture. Resorts can improve their quality management procedures, raise client happiness, and foster an environment of integrity and trust among staff and clients by creating a positive work environment as part of the development plan.

**Keywords:** resort industry, Central Luzon, customer service orientation, ethical behavior, quality management practices, organizational culture, service quality

## **Customer service orientation and ethical behavior influencing the quality management practices among resort in the Central Luzon Region**

### **1. Introduction**

Resorts are recognized as specialized destinations that provide accommodations, amenities, and recreational activities tailored for vacationers and travelers seeking leisure and relaxation. These establishments are strategically located across diverse environments, including tropical islands, mountainous regions, coastlines, and urban centers. In the Philippines, and more specifically in Central Luzon, the resort industry has evolved significantly to align with the dynamic preferences of contemporary travelers. In response to global tourism trends, regional resorts are adopting innovative strategies to enhance guest experiences and differentiate themselves within an increasingly competitive market. One of the most prominent trends reshaping the resort industry is the growing emphasis on sustainable tourism. In this context, many resorts are integrating environmentally responsible practices, such as using energy-efficient technologies, comprehensive waste management systems, and locally sourced materials. These initiatives aim not only to reduce environmental impact but also to support the welfare of surrounding communities. The rising demand for wellness tourism has led resorts to expand their service offerings to include spa treatments, yoga sessions, and holistic health programs. These wellness services cater to the health-conscious segment of travelers while positioning the resort as a sanctuary for physical and mental rejuvenation.

In addition to sustainability and wellness, technology integration plays a critical role in transforming the modern resort experience. By adopting mobile applications, digital key cards, and online booking systems, resorts are streamlining operations and elevating the convenience of the guest journey. As travelers increasingly seek meaningful and authentic cultural encounters, many resorts in Central Luzon have begun offering experiences such as traditional cooking classes, local heritage tours, and indigenous cultural performances. These immersive activities enrich the guest experience and celebrate the region's unique cultural identity.

The rise in family-oriented travel has prompted resorts to enhance their facilities to cater to guests of all ages. Family suites, children's play areas, and kid-friendly pools are now standard features, making resorts more accessible and enjoyable for multi-generational travel. Given these developments, Central Luzon—situated in the northern part of Luzon Island—has emerged as a premier resort destination. Known for its natural beauty, cultural heritage, and accessibility, the region hosts notable locations such as Subic Bay in Zambales and Clark Freeport Zone in Pampanga. Subic Bay, renowned for its beaches and marine activities like snorkeling and island-hopping, contrasts with Clark's upscale offerings, including Midori Clark Hotel and Casino and Royce Hotel and Casino. Many eco-friendly and wellness-centered resorts, such as The Farm at San Benito and Quest Plus Conference Center, have recently gained prominence for their commitment to sustainability and well-being.

Given the intensified competition and evolving guest expectations, it has become increasingly crucial for resort businesses to focus on delivering high-quality services and offering distinctive and memorable experiences. This competitive landscape forms the foundation for the present study, investigating the interrelated roles of Customer Service Orientation (CSO), Ethical Behavior, and Quality Management Practices (QMP) in shaping service quality and organizational performance within Central Luzon's resort industry. Despite the growing relevance of these three elements, limited scholarly attention has been given to how they interact within this specific regional context. Addressing this gap, the study aims to contribute empirical insights into how CSO and ethical behavior influence the implementation and effectiveness of QMP.

To elaborate, Customer Service Orientation (CSO) refers to an organization's and individual employees' commitment to consistently delivering exceptional service. It encompasses behaviors, attitudes, and systemic approaches centered on understanding and satisfying customer needs. In the hospitality sector, CSO is foundational

to building guest loyalty, enhancing brand reputation, and fostering repeat visits. Research indicates that companies with a strong customer-oriented culture often surpass competitors in terms of service quality and customer satisfaction.

Ethical behavior is closely associated with CSO, which entails adherence to moral principles and professional standards in all workplace conduct. Within the resort setting, this includes transparent advertising, fairness in employee management, respect for guests' privacy and dignity, and responsibility toward environmental sustainability. Ethical behavior strengthens trust between employees and guests, reduces potential for disputes, and fosters a positive internal culture. It is also critical in maintaining long-term customer loyalty, staff retention, and corporate integrity. On the other hand, Quality Management Practices (QMP) refer to the structured implementation of policies, procedures, and continuous improvement efforts to achieve consistent and high-quality service delivery. These practices may involve staff training programs, performance monitoring, customer feedback mechanisms, and leadership involvement. Effective QMP is crucial to ensuring operational excellence and competitive positioning in the hospitality industry. Resorts that invest in robust quality systems are more likely to deliver superior guest experiences, secure positive reviews, and foster customer loyalty.

Although existing studies have independently explored CSO, ethical behavior, and QMP, a clear gap remains in the literature regarding the combined influence of these factors in the resort operations of Central Luzon. Thus, this research aims to examine the interrelationships among these variables and determine their collective impact on service delivery and organizational success. The study responds to the increasing need for Philippine resorts to uphold higher service standards, embrace ethical practices, and implement strategic quality management systems. As guest expectations evolve, it is no longer sufficient to meet basic service requirements; resorts must consistently exceed expectations through excellence in service, ethical responsibility, and operational efficiency.

The rationale for this research is further supported by several studies conducted within the context of the Philippines. For example, Reyes et al. (2019) found that a strong customer-oriented culture among hotel frontliners in Batangas City increased guest satisfaction and retention, emphasizing the importance of effective communication, attentiveness, and staff training. Dela Cruz (2021) reported similar results in Puerto Galera, where customer-centric behaviors such as empathy and responsiveness fostered strong guest relationships and favorable online reviews. In terms of ethics, Santos et al. (2020) revealed that transparency, honesty, and respect for privacy in Metro Manila's hospitality sector positively influenced customer trust and loyalty, while unethical practices, such as hidden charges and discriminatory treatment, severely damaged brand reputation. Likewise, Garcia (2018) demonstrated that ethical leadership in Quezon City hotels influenced employee behavior, creating a culture of integrity and professionalism that positively affected guest interactions.

International literature also reinforces the importance of CSO, ethical behavior, and QMP in the hospitality sector. Situmeang et al. (2024) emphasized that customer orientation significantly enhances service quality and satisfaction, increasing customer loyalty. Huzaifa et al. (2024) further confirmed that ethical leadership and organizational values drive employee performance and improve customer service. Meanwhile, Liu et al. (2020) identified that quality management elements—process management, supplier quality, and human resource development—are essential for achieving consistent service excellence, particularly within the Philippine hospitality industry. Supporting this, Lopez et al. (2023) applied the SERVQUAL model in Quezon Province's casual dining sector and found that assurance and empathy were critical factors in customer retention.

By synthesizing insights from both local and international studies, this research proposes an integrated framework that positions CSO, ethical behavior, and QMP as mutually reinforcing elements in enhancing guest satisfaction and organizational success. This integration offers a comprehensive perspective for evaluating resort performance and developing practical solutions. Specifically, hospitality organizations can benefit from cultivating a culture that emphasizes customer orientation, upholds ethical standards, and implements consistent quality management systems. Training programs focused on ethical decision-making, service excellence, and leadership that model these values can create a supportive organizational environment. Resort managers can significantly

improve service delivery, foster deeper customer loyalty, and secure long-term business growth by aligning practices with customer expectations and moral norms.

The scope of the current study centers on examining the relationships among CSO, ethical behavior, and QMP within resorts operating in the Central Luzon region of the Philippines. It particularly investigates how employee characteristics, organizational climate, leadership styles, business strategies, professional standards, and operational policies affect the implementation and outcomes of quality management practices. However, it is essential to acknowledge the limitations of the study. These include restricted generalizability due to the geographic focus on Central Luzon, potential response bias from self-reported data, and the cross-sectional nature of the research design, which may limit causal interpretations. Additionally, ethical behavior and organizational climate variables are inherently subjective and may vary based on individual perceptions. Finally, external factors—such as political, economic, or social conditions—unique to the Central Luzon region could influence the interpretation of the results.

This study aims to fill a critical gap in resort management literature by exploring the interconnected roles of customer service orientation, ethical behavior, and quality management practices. Through carefully examining these variables within the Central Luzon context, the research aspires to generate actionable insights for resort managers and contribute to the broader discourse on sustainable and customer-centered hospitality.

**Objectives of the Study** - This study aims to assess the influence of employees' customer service orientation and ethical behavior on quality management among resorts in the Central Luzon Region and to provide insights relevant to this region's hospitality and tourism industry by focusing on this specific geographical area. More specifically, it aims to seek the following: to assess the customer service orientation of the employees in terms of employee characteristics/ attributes, organizational climate culture, and business strategy; to assess the ethical behavior of employees regarding ethical leadership, rules and policies, employee independence, law and professional standards, and ethical behavior; to determine the total quality management practices of the resort in terms of customer focus, supplier quality management, continuous improvement, leadership, employee fulfillment, training and development, and process management; to test the significant relationship among customer service orientation, ethical behavior, and quality management practices; to propose a quality management framework for resorts.

## 2. Method

**Research Design** - This study utilized a descriptive quantitative research design to examine how customer service orientation and ethical behavior influence the quality management practices among resort hotels in Central Luzon, as assessed by resort employees. Descriptive quantitative research design is a research methodology used to describe a population, group, or phenomenon by gathering and analyzing numerical data. According to Lin, et al. (2022), the primary aim of descriptive research is to provide a comprehensive overview of a particular topic or situation. This research design typically involves collecting data through surveys, questionnaires, or observation. The collected data is then analyzed using statistical methods such as mean, median, and mode to summarize the information gathered. The results of this type of research can be used to conclude about the population or group being studied. Descriptive quantitative research is beneficial when researchers want to understand the characteristics of a particular group, such as age, gender, or socioeconomic status. It is also helpful when studying trends or patterns over time. This research design is often used in social science, marketing, and healthcare research. Overall, the descriptive quantitative research design effectively provides a detailed overview of a specific population or phenomenon and can give valuable insights for researchers and practitioners.

The researcher used quantitative surveys to collect data on customer service orientation, ethical behavior, and quality management practices from the resort managers or employees. The survey includes questions that measure different aspects of customer service orientation, ethical behavior, and quality management practices, such as customer feedback, the implementation of moral guidelines, and the implementation of quality management

systems. The collected data was analyzed using descriptive statistics to summarize the data and identify patterns and trends. The researcher used inferential statistics to test the hypothesis that customer service orientation and ethical behavior significantly influence quality management practices among the resorts in the Central Luzon Region.

**Participants of the Study** - Purposive sampling was used to select the resorts. Only those resort hotels accredited by the Department of Tourism (DOT) in the provinces of Central Luzon (Region III) - Aurora, Bataan, Bulacan, Nueva Ecija, Pampanga, and Zambales were considered, and only those resorts with more than 30-room capacity and with at least 20 regular employees were included in the study. Resort hotels operating for at least three years and with a full-service lodging facility in areas popular for relaxation or recreation, such as beaches, seashores, scenic or historic areas, ski parks, and spas, with the inclusion of entertainment and recreational activities as part of amenities, were included. Based on DOT accreditation standards, eligible establishments demonstrated consistent compliance with safety, quality, and sustainability benchmarks, contributing to the competitiveness of the Philippine tourism industry (Capistrano et. al.,2021). As explained by Almubark (2019), the DOT accreditation certifies that a tourism enterprise adheres to national standards regarding service excellence, environmental sustainability, and customer safety, assuring guests of a reliable and high-quality experience.

The research advisor, seven resort operation/general managers in Olongapo City (Columban College Hotel and Resort and Oceanview Beach Resort) and Subic Bay Freeport Zone (The Lighthouse Marina Resort, Subic Park Hotel, Best Western Hotel, Segara Villas Subic Bay, and Mansion Garden Hotel), which were not among the resorts that the study's intended target resorts, validated the revised instrument. A professor of English also reviewed it, and the grammar and sentence structure were validated with the Clarity: reliability test and the respondent. The survey instrument underwent content and face validation by a research advisor, seven resort operations/general managers from Olongapo City and Subic Bay Freeport Zone, and an English professor, ensuring clarity, grammatical accuracy, and reliability.

The researcher gathered 328 samples based on the recommendation of the Raosoft sample size calculator, having a 95% confidence level and 5% margin of error. Furthermore, using stratified random sampling, the researcher ensured an equal distribution based on the percentage computation of the total population. Resorts that have been in operation for at least three years and offer full-service lodging in popular locations for relaxation or recreation, such as beaches, seashores, beautiful or historic sites, ski resorts, and spas, were included. Based on these criteria, four resorts from Aurora, nine from Bataan, four from Bulacan, one from Nueva Ecija, five from Pampanga, and nine from Zambales were featured. None from Tarlac met the requirements to be a target resort for the study. Of the 2,208 people who worked at the 32 resorts in Central Luzon, the study's participants were 333 regular employees. The figure was calculated using Raosoft Calculator with a 5% margin of error. To obtain the proper sample proportion per resort, stratified random sampling of participants was considered.

**Data Collection Instrument** - The instrument used in the study is an adapted survey questionnaire checklist consisting of four (4) parts. Part I elicited information about the participants' demographic profiles, including their age, gender, civil status, highest educational degree, position or work assignment, and number of years working in the resort. Part II was a checklist for assessing the customer service orientation of the hotel resort employees along the dimensions of employee characteristics or attributes, organizational climate culture or organizational support, leader actions, business strategy or environmental attributes, and marketing strategy. This is based on Teng et al. (2009) study, "Service Orientation: Antecedents, Outcomes, and Implications for Hospitality Research and Practice." Part III assessed the ethical behavior of hotel resort employees along the dimensions of moral leadership, rules and policies, employee independence, the law and professional standards, and ethical behavior. This is adapted from the study of Lu et al. (2014) entitled "The Effects of Ethical Leadership and Ethical Climate on Employee Ethical Behavior in the International Port Context." Part IV assessed the TQM practices of the resort employees in terms of customer focus, supplier quality management, continuous improvement, leadership, employee fulfillment, training and development, and process management. This was based on the research of Aldakhil et al. (2017) entitled "The Structural Relationship between TQM, Employee Satisfaction and Hotel

## Performance.

At least three experts in the field of study, including a research expert, a hotel manager, and an academician, validated the questionnaire's content. Thirty hotel employees from Subic Bay Freeport Hotels and Zambales, which are not part of the target resorts, also performed pilot testing and content validation on the instrument. Considering the Pearson product-moment correlation using SPSS, the significant value presented in the table, it can be concluded that all items were validly denoting the  $r$  value of 0.05. The result of reliability statistics showed that the computed Cronbach's alpha value for Customer Service Orientation (0.937), Ethical Behavior (0.980), and TQM Practices (0.977) signifies that the instrument has strong or excellent internal consistency in the rule of thumb. Thus, this set of questionnaires is considered valid and reliable for use. Cronbach's alpha value are as follows: Customer Service Orientation = 0.937 Excellent, Ethical Behavior = 0.980 Excellent, and TQM Practices = 0.977 Excellent. A 5-point Likert scale was used to answer the questions. The scale ranges from 1 to 5, with five being the highest and one being the lowest. The responses were Strongly Agree, 4 Agree, 3 Moderately Agree, 2 Disagree, and 1 Strongly Disagree.

**Data Gathering Procedure** - The researcher initiated the data gathering process by obtaining formal permission from the Office of the Graduate School Dean and the Program Dean to conduct the study. An endorsement letter addressed to the Regional Director of the Department of Tourism (DOT) through the Provincial Director was issued to support access to the participating resorts. Correspondence was also sent to resort operation managers, seeking consent to collect employee data. The researcher personally visited and contacted the resort administrators to explain the study's objectives and ensure compliance with ethical standards, including confidentiality, voluntary participation, and data protection. The data were collected using two main instruments: printed survey questionnaires and Google Forms distributed among the resort employees. To strengthen the findings, the researcher employed data triangulation by conducting random, unstructured interviews, both face-to-face and online, as well as field observations during resort visits.

The responses from employees highlighted several key insights. For instance, many employees with longer tenure expressed a deeper understanding of the resort's quality management practices, customer service standards, and ethical protocols. These employees emphasized that their familiarity with organizational systems and recurring guest needs significantly influenced their ability to deliver consistent service quality. One employee from a DOT-accredited resort in Zambales noted, "Being here for more than five years, I've learned how to anticipate what guests need and follow resort standards more confidently." This reflects how the length of service contributes to improved performance, sharper observation of lapses in service, and more efficient implementation of resort policies, corroborating the claims of Kusluvan et al. (2018) that employee experience correlates with service excellence. Similarly, employees in managerial or supervisory roles often discussed how their long-term involvement in resort operations helped them ensure ethical compliance and proper documentation for DOT accreditation.

The combination of structured survey responses and qualitative feedback from interviews reinforced the validity of the findings, illustrating that length of service not only affects performance and familiarity but also strengthens the commitment to uphold the customer service orientation and ethical values embedded in DOT standards (Nam et. al.,2021; Almubark, 2019). This approach allowed the researcher to capture a well-rounded view of the employee experiences and their alignment with quality management practices.

**Data Analysis** - Data were analyzed using the following statistical measures: The Weighted Mean was used to measure the employees' average responses in all the instrument items. It was used to see the general or average description of each indicator being assessed. Pearson  $r$  Product Moment Correlation Coefficient was used to test the significant correlation between customer service orientation, ethical behavior, and TQM practices at a 5% alpha.

**Ethical Consideration** - Ethics in research was discussed with the selected participants and in the Disclaimer portion of the Google Form. They were assured that their data and that of the company were protected and held confidential. The researcher ensured that the provisions of the Data Privacy Law were followed accordingly.

Participants were also assured that all data gathered would be used only for research and academic purposes. No names were mentioned in the report to observe the confidentiality of the survey responses and the interviews. The identity of the respondents was not revealed, nor was the name of the resort hotels. No personal opinions were included, and only information and evidence based on the data gathered through the survey checklist, interviews, and observation were considered in the data analysis. The research participants were not subjected to harm in any way, fear, or threat. The study considered high respect for the participants and the integrity of the research; thus, it was prioritized, and full consent was obtained from the participants before the study. The researcher considered asking permission from the management about the identified hotel before conducting the survey.

### 3. Results and discussion

**Table 1**

*Summary Table for the Respondent's Agreement On Customer Service Orientation*

In terms of	Mean	Interpretation	Rank
Employee Characteristics	4.32	Agree	2
Organizational Culture	4.34	Agree	1
Business Strategy	4.30	Agree	3
Overall Customer Service Orientation	4.32	Agree	

*Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree*

The results in Table 1 are the summary table for the respondents' agreement on Customer Service Orientation, with a mean of 4.32. Customer service orientation refers to behaviors, attitudes, and practices prioritizing meeting customers' needs and expectations. It focuses on providing quality service and building positive relationships with customers.

The summary table of respondents' agreement on customer service orientation shows that organizational culture is at the highest rank, with a mean of 4.34 followed by employee characteristics, with a mean of 4.32. The highest ranking of organizational culture may suggest that shared values, leadership relations, and internal workplace norms are the most salient contributors to customer service orientation in resorts. This implies that service behavior may be more strongly shaped by internal culture than by formal strategies or individual traits alone. The data suggests that cultural alignment functions as the dominant structural influence on service orientation. The ranking of employee characteristics as second-highest may indicate that personal attributes and interpersonal behaviors are important, but operate within the broader influence of organizational culture. This suggests that individual service behavior is likely reinforced by institutional norms rather than driven purely by personal traits.

The summary table shows that the respondent's agreement on customer service orientation has a mean of 4.30 and is ranked lowest as a business strategy. Although still interpreted as Agree, business strategy ranked lowest, indicating a comparatively weaker strategic visibility in customer service orientation. This suggests that service orientation may be more culturally and behaviorally embedded than formally structured through strategic systems and planning frameworks. The data implies that customer service orientation is experienced more as a cultural practice than as a strategic mechanism. The small mean differences across dimensions indicate high consistency in perceptions, suggesting integrated rather than fragmented service orientation systems. The rankings reflect relative emphasis rather than operational deficiencies.

The low rank of customer service orientation as a business strategy suggests that it may not prioritize the importance of providing exceptional customer service as a critical component of its business strategy. The resort may need to invest more resources into training and developing its employees to provide excellent customer service. The study of Song, et al. (2018) suggests that resort management can take several steps to improve its customer service orientation as a business strategy. This can include conducting market research and customer surveys to better understand guests' needs and expectations.

**Table 2**  
*Summary Table for the Respondent's Agreement on Ethical Behavior*

In terms of	Mean	Interpretation	Rank
Ethical Leadership	4.27	Agree	3.5
Rules and Policies	4.26	Agree	5
Employee Independence	4.27	Agree	3.5
Law and Professional Standards	4.29	Agree	2
Ethical Behavior	4.39	Agree	1
Overall Ethical Behavior	4.31	Agree	

*Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree*

Results in Table 2 indicate that the respondents to this study generally agree with the listed statements regarding ethical behavior, with a composite mean of 4.31. The highest rank is the employee's agreement on ethical Behavior, with a mean of 4.39. It is followed by Law and Professional Standards, with a mean of 4.29, and ethical leadership and employee independence, with a mean of 3.5. The highest ranking of general ethical behavior may suggest that everyday ethical conduct (honesty, accountability, responsibility, and integrity in routine work behavior) is the most salient ethical dimension in resort operations. This implies that ethics is most strongly perceived at the behavioral level, rather than at the policy or structural level. The data suggests that ethical behavior is primarily experienced through daily work practices. The strong ranking of law and professional standards indicates that legal compliance and professional norms are also recognized components of ethical conduct. This suggests that formal regulatory ethics complement everyday ethical behavior, forming a layered ethical structure. The moderate score for ethical leadership and employee independence may indicate that leadership-driven ethics and autonomy-based ethics are present but less salient than routine behavioral ethics and professional compliance systems. This implies a structure where ethics is more operational than normative or autonomy-driven. The highest rank in the resort employees' agreement on ethical behavior highlights the importance of honesty, integrity, and accountability in the workplace.

The lowest in the Summary Table for the Respondent's Agreement on Ethical Behavior is the employees' agreement regarding rules and policies, with a mean of 4.26. Although still interpreted as Agree, rules and policies ranked lowest, suggesting a comparatively weaker visibility of formal policy structures in shaping ethical perceptions. This implies that employees may experience ethics more through practice and behavior than through formal policy instruments. The data suggests ethics is culturally embedded rather than policy-dominant. It suggests that employees may need to fully understand or agree with the organization's rules and policies regarding ethical behavior. This finding may be concerning because rules and policies serve as a framework for ethical conduct and help guide employees' actions in complex moral situations. While the lowest rank in the Summary Table for the Resort Employee Agreement on Ethical Behavior highlights a potential area for improvement, it also presents an opportunity for the organization to strengthen its ethical culture. By reviewing and revising its rules and policies, providing regular training and communication, and establishing a mechanism for employee feedback, the organization can foster a culture of ethical behavior and reinforce its commitment to integrity and accountability. The ethical behavior exhibited by hotel management in the Philippines is profoundly influenced by ethical leadership and the prevailing ethical climate. These factors directly impact employee behavior and the organization's overall outcomes. Empirical studies suggest that cultivating an ethical environment is essential for alleviating unethical practices and promoting service-oriented behaviors.

**Table 3**  
*Summary Table for the Respondent's Agreement on TQM Practices*

In terms of	Mean	Interpretation	Rank
Customer Focus	4.30	Agree	4
Supplier Quality Management	4.31	Agree	2
Continuous Improvement	4.29	Agree	5.5
Leadership	4.31	Agree	2
Employee Fulfillment	4.29	Agree	5.5
Training and Development	4.28	Agree	7
Process Management	4.31	Agree	2
Overall TQM Practices	4.30	Agree	

*Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree*

Results in Table 3 indicate that the respondents to this study generally agree with the listed statements regarding TQM practices, with a composite mean of 4.30. The summary table showed the highest agreement among employees on TQM practices: supplier quality management, leadership, and process management, with a mean of 4.31, followed by customer focus, with a mean of 4.30. The high ranking of supplier quality management may reflect the visibility of procurement standards, quality criteria, and supplier relationships, which are institutionally structured and operationally consistent. The strong ranking of leadership may indicate the visibility of managerial direction, goal-setting, and planning practices, which employees directly experience through policies, communication, and operational guidance. The high ranking of process management may reflect the presence of standardized procedures and operational systems, which are embedded in daily work routines and therefore highly perceptible to employees. Together, these results suggest that structural and system-based TQM components are more visible and institutionalized than developmental components.

Employees place a high value on these areas and see them as essential to achieving quality goals and encouraging continuous improvement, as evidenced by leadership, process management, and supplier quality management, which received the highest scores in the summary table for employees' agreement on TQM practices. To stay ahead of the competition, they regularly examine and improve their processes, evaluate supplier performance, and make leadership development investments. They may conduct regular audits, inspections, and performance evaluations to spot problems early and take appropriate action. Open lines of communication between suppliers, executives, and staff members are maintained by resort management, helping to foster a sense of mutual trust, enhance teamwork, and guarantee that everyone is on the same page. To assist employees in developing and moving forward, they involve them in decision-making processes, offer regular feedback and recognition, and invest in their training and development. Management promotes attention and alignment by ensuring everyone works toward the same goals. These are just a few reasons why process management, leadership, and supplier quality management received the highest marks in the poll.

The summary table showed the lowest employee agreement on TQM practices: Continuous improvement and employee fulfillment, with a mean of 4.29, followed by training and development, with a mean of 4.28. However, these areas also present the most significant potential for improvement, offering a source of motivation and inspiration for resort management to enhance their TQM practices. The comparatively lower ranking of continuous improvement and employee fulfillment may reflect the lower visibility of participatory and developmental systems, such as employee voice mechanisms, empowerment structures, and long-term developmental processes. These elements are often less tangible than formal systems and procedures. The lower ranking of training and development may indicate that while training resources exist, formal quality-principle training and structured development systems are less visible than operational and procedural practices.

There are a variety of ways that resort employee training and development might go wrong, which can harm the resort's performance in terms of employee morale, customer service, and profitability. However, there are potential solutions to these issues. Investing in training and development may not be possible for resort management due to a lack of resources, including time and money. Because of this, workers may not have access to training opportunities, which could hinder their ability to advance professionally. The culture of some resorts might need to place a higher priority on employee development. They might give more importance to other factors, including production or profitability. This may lead to a lack of focus on training and development and fewer opportunities for staff members to advance their careers. Training programs may need to be more successful in addressing employees' needs. For instance, it's possible that the training won't apply to the employees' duties or won't give them enough support to put what they learned to use in their jobs. Employees may need more training opportunities thanks to the resort management. This may be particularly true for scattered or remote teams, where providing in-person training may be more difficult. Employee participation in training and development may be low, and they may need to see the benefit of devoting time and energy to personal growth. Due to this, training and development activities may have poor participation rates and little success. These are just a few potential explanations for why training and development received the lowest rating in the study. To completely comprehend the survey's findings, it's crucial to remember that there might be additional factors at work. Some common reasons

training and development initiatives fail in the resort industry include the need for a well-defined training plan.

In line with Yang et al. (2018) Employees may not gain the skills and information required to carry out their duties effectively if training and development programs are poorly designed, structured, and carried out in 2018, which can result in poor performance. This can cause uncertainty, irritation, and a loss of confidence among employees. Resources for training could be insufficient. The quality of training may improve if the resort supplies more resources, including instructors, instructional materials, and facilities. Additional research by Li et al. (2018) indicates that a lack of resources may result in subpar training, a lack of conceptual comprehension, and a failure to transfer abilities effectively. According to the research of Kang et al. (2018), employees can only grasp how their training pertains to the broader picture if it is synchronized with organizational goals and objectives. This could result in a lack of drive, less interest, and subpar work. Furthermore, in Yitmen's (2018) study, practical training and development efforts must be regularly followed up on to monitor success and pinpoint growth opportunities. Employees may miss opportunities to advance and develop their talents if the resort does not offer this follow-up and feedback.

Table 4 presents the correlation between customer service orientation and the ethical behavior of participants. It reveals that customer orientation in terms of employee characteristics/attributes has highly significant strong correlation with ethical behavior in terms of ethical leadership; it has highly significant moderate correlations with rules and policies, employees independence, and the law and professional standards. It has a highly significant weak correlation with ethical behavior. The null hypothesis is rejected at 5% alpha. All the correlation values are highly significant.

The results indicate a highly significant correlation between customer service orientation and ethical behavior in terms of ethical leadership. Employees with strong customer service orientation are more likely to demonstrate ethical leadership behaviors. Additionally, the study found highly significant moderate correlations between customer service orientation and ethical behavior regarding rules and policies, employees' independence, and adherence to the law and professional standards. These findings suggest that employees with a greater customer service orientation are more likely to follow rules and policies, exercise independence in decision-making, and comply with legal and professional standards. Furthermore, the study revealed a highly significant weak correlation between customer service orientation and ethical behavior. The findings from this study provide robust evidence that a higher level of customer service orientation among employees is associated with more ethical behavior, particularly in terms of ethical leadership, adherence to rules and policies, independence, and compliance with the law and professional standards.

**Table 4**  
*Relationship of Customer Service Orientation to Ethical Behavior*

Correlation between Customer Service Orientation and Ethical Behavior	Employee Characteristics/ Attributes	Organizational Culture	Climate Business Strategy	
Ethical Leadership	Pearson Correlation	.615**	.635**	.726**
	Sig. (2-tailed)	.000	.000	.000
		Highly Significant	Highly Significant	Highly Significant
Rules and Policies	Pearson Correlation	.549**	.538**	.666**
	Sig. (2-tailed)	.000	.000	.000
		Highly Significant	Highly Significant	Highly Significant
Employees Independence	Pearson Correlation	.503**	.567**	.642**
	Sig. (2-tailed)	.000	.000	.000
		Highly Significant	Highly Significant	Highly Significant
The Law and Professional Standards	Pearson Correlation	.495**	.465**	.596**
	Sig. (2-tailed)	.000	.000	.000
		Highly Significant	Highly Significant	Highly Significant

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

These results suggest that employees who demonstrate strong service-oriented characteristics are more likely to operate within ethical leadership structures, comply with organizational rules, exercise responsible autonomy, and adhere to legal and professional standards. This pattern aligns with recent studies showing that service orientation is closely linked to ethical awareness, value-driven behavior, and integrity-based performance (Bedi et al., 2021; Newman et al., 2020; Zoghbi-Manrique-de-Lara et al., 2022). It can also be gleaned from the table that customer orientation in terms of organizational climate culture has a highly significant correlation with ethical behavior in terms of ethical leadership. It has highly significant moderate correlations with rules and policies, employees independence, the law and professional standards , and ethical behavior. The null hypothesis is also rejected at 5% alpha. All the correlation values are highly significant.

The study found a highly significant correlation between customer orientation within organizational climate culture and ethical leadership, suggesting that organizations with a strong focus on customers are more likely to demonstrate ethical leadership behaviors. The results also show moderately significant correlations between customer orientation and ethical behavior in terms of adherence to rules and policies, employees' independence, and compliance with laws and professional standards, as well as a strong relationship with overall ethical behavior. These findings indicate that a higher level of customer orientation in an organization's climate and culture is associated with stronger ethical practices, including ethical leadership, responsible decision-making, compliance with standards, and improved overall ethical behavior within the organization.

These results indicate that a customer-oriented organizational climate is systematically associated with stronger ethical governance structures and ethical conduct. This supports recent organizational ethics research showing that ethical leadership and ethical behavior are embedded in organizational culture rather than isolated individual actions (Newman et al., 2020; Fehr et al., 2020; Wang et al., 2023). A customer-centered climate fosters shared norms of responsibility, accountability, and integrity, which reinforce ethical standards across organizational levels. Furthermore, the customer orientation in terms of business strategy has a highly significant strong correlation with ethical behavior in terms of ethical leadership, rules and policies, and employees independence. It has a highly significant moderate correlation with the law and professional standards and ethical behavior. The null hypothesis is rejected at 5% alpha. All the correlation values are highly significant.

The study found a highly significant correlation between customer orientation as a business strategy and ethical behavior, particularly ethical leadership. This suggests that organizations that strongly prioritize customer needs are more likely to demonstrate transparency, fairness, and accountability in leadership, as leaders consider the interests of customers, employees, and other stakeholders (Freire et al., 2020). The results also show moderately significant correlations between customer orientation and adherence to rules and policies, employees' independence in decision-making, and compliance with laws and professional standards. Additionally, customer orientation is strongly associated with overall ethical behavior within the organization. Overall, the findings indicate that integrating customer orientation into business strategy positively supports ethical leadership and promotes responsible, compliant, and principled behavior across the organization. This pattern indicates that when customer orientation is embedded at the strategic level, ethical behavior becomes structurally integrated into organizational decision-making. This supports contemporary management research showing that strategic customer orientation promotes ethical governance, stakeholder accountability, and value-based leadership (Freire et al., 2020; Bamel et al., 2021; Wang et al., 2022). Organizations that strategically prioritize customer orientation tend to institutionalize transparency, fairness, and responsibility as operational norms, reinforcing ethical leadership and compliance systems.

Overall, the findings demonstrate a systematic, positive, and statistically robust relationship between customer service orientation and ethical behavior across individual, cultural, and strategic levels. The strength of correlations increases as customer orientation moves from individual attributes → organizational culture → business strategy, indicating that ethical behavior becomes stronger when customer orientation is institutionally embedded rather than individually practiced. This pattern suggests that ethical behavior is not merely a personal trait but a structurally reinforced organizational outcome, shaped by leadership systems, cultural norms, and strategic

orientations. The results are consistent with contemporary ethical governance models, which emphasize that ethics emerges from integrated organizational systems rather than isolated moral actions (Newman et. al.,2020; Bedi et. al.,2021; Zoghbi-Manrique-de-Lara et. al.,2022). The results provide strong empirical evidence that higher customer service orientation is positively and significantly associated with stronger ethical behavior across all ethical dimensions, particularly ethical leadership, rule compliance, responsible autonomy, and adherence to legal and professional standards. Customer orientation functions not only as a service framework but also as a structural driver of ethical governance within organizations.

Table 5 shows the Pearson r-correlation results between ethical behavior and TQM practices. The ethical behavior in terms of ethical leadership has highly significant strong correlation with TQM practices in terms of customer focus, continuous improvement, leadership, employee fulfillment, training and development, and process management; and it has a highly significant moderate correlation with supplier quality management. All the r-values are significant at 5% alpha; thus, the null hypothesis is rejected. The results suggest that ethical behavior, specifically ethical leadership, strongly and significantly correlates with TQM practices such as customer focus, continuous improvement, leadership, employee fulfillment, training and development, and process management. There is a moderately strong correlation between ethical leadership and supplier quality management.

Ethical leadership shows a strong positive relationship with several Total Quality Management (TQM) practices. Organizations with ethical leaders tend to emphasize customer focus, as these leaders prioritize customer needs and satisfaction, aligning with TQM's goal of meeting and exceeding customer expectations. Ethical leadership is also strongly linked to continuous improvement, as ethical leaders encourage innovation, problem-solving, and ongoing learning to improve processes, products, and services. Ethical leaders also contribute to effective leadership within TQM by serving as role models who motivate employees toward shared goals of quality improvement and organizational success. In addition, they promote employee fulfillment by fostering a supportive and fair work environment, which increases engagement and supports successful TQM implementation. Furthermore, ethical leadership is positively associated with training and development and process management, as ethical leaders invest in employee skills and promote transparency, accountability, and structured approaches to improving organizational processes. While the relationship with supplier quality management is slightly more moderate, ethical leaders still encourage fair and responsible supplier relationships. Overall, these correlations show that ethical leadership plays a significant role in supporting the successful implementation of TQM practices across organizations.

This pattern indicates that higher levels of ethical leadership tend to co-occur with stronger people-centered and system-centered quality practices. This finding is consistent with studies showing that ethical leadership is strongly associated with employee engagement, organizational learning, quality culture, and performance systems that support continuous improvement and service excellence (Schwepker et. al.,2021; Guo et al., 2022; Hoang et al., 2023). Ethical behavior in terms of rules and policies shows a highly significant strong correlation with TQM practices such as continuous improvement, leadership, employee fulfillment, training and development, and process management, and a highly significant moderate correlation with customer focus and supplier quality management. Since all r-values are significant at the 5% alpha level, the null hypothesis is rejected.

The strong correlation with continuous improvement indicates that organizations that prioritize ethical behavior are more likely to promote innovation, adaptability, and ongoing efforts to improve processes, products, and services. Ethical values encourage organizations to strive for better outcomes and maintain high standards of quality and efficiency. The relationship with leadership suggests that ethical organizations tend to have leaders who demonstrate integrity, transparency, and accountability. Such leaders inspire trust, guide employees effectively, and promote a culture that supports both ethical conduct and organizational success. Ethical behavior also strongly relates to employee fulfillment, as organizations that treat employees with fairness, respect, and dignity create a supportive work environment that increases engagement, satisfaction, and motivation.

Similarly, ethical organizations tend to prioritize training and development, recognizing the importance of

Customer service orientation and ethical behavior influencing the quality management practices among resort investing in employee growth and continuous learning to improve skills, knowledge, and organizational performance.

**Table 5**  
*Correlation between Ethical Behavior and TQM Practices*

		<b>Ethical Leadership</b>	<b>Rules and Policies</b>	<b>Employees Independence</b>	<b>The Law and Professional Standards</b>	<b>and Ethical Behavior</b>
Customer Focus	Pearson Correlation	.625**	.515**	.545**	.511**	.442**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
		HS	HS	HS	HS	HS
Supplier Quality Management	Pearson Correlation	.477**	.457**	.453**	.477**	.393**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
		HS	HS	HS	HS	HS
Continuous Improvement	Pearson Correlation	.688**	.626**	.595**	.589**	.550**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
		HS	HS	HS	HS	HS
Leadership	Pearson Correlation	.700**	.627**	.624**	.590**	.546**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
		HS	HS	HS	HS	HS
Employee Fulfillment	Pearson Correlation	.739**	.654**	.639**	.563**	.595**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
		HS	HS	HS	HS	HS
Training and Development	Pearson Correlation	.742**	.662**	.660**	.588**	.650**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
		HS	HS	HS	HS	HS
Process Management	Pearson Correlation	.718**	.633**	.644**	.588**	.590**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
		HS	HS	HS	HS	HS

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

The strong correlation with process management indicates that ethical organizations are more likely to implement systematic, transparent, and efficient processes. Ethical values promote accountability, consistency, and continuous evaluation of processes to achieve better organizational outcomes. This suggests that rule-based ethical environments are closely associated with internal quality control mechanisms, process discipline, and structured improvement systems. This aligns with contemporary TQM literature emphasizing that ethical governance, standardization, and procedural consistency support quality stability and organizational reliability (ASQ, 2024; Loedphacharakamon, 2025). The ethical behavior in terms of employees independence has highly significant strong correlation with TQM practices in terms of leadership, employee fulfillment, training and development, and process management; and it has a highly significant moderate correlation with customer focus, supplier quality management, and continuous improvement. All the r-values are significant at 5% alpha; thus, the null hypothesis is rejected.

There is a strong positive correlation between ethical behavior regarding employees' independence and leadership practices. This suggests that organizations that value employees' independence are likelier to have strong leadership qualities. Ethical behavior regarding employees' independence correlates highly significantly with employee fulfillment. This means that organizations prioritizing employees' independence are more likely to

have satisfied and fulfilled employees. There is a highly significant strong correlation between ethical behavior regarding employees' independence and training and development practices. This indicates that organizations valuing employees' independence are more likely to invest in their training and development. Ethical behavior regarding employees' independence correlates highly significantly with process management. This suggests that organizations prioritizing employees' independence are more likely to have effective and efficient processes. Additionally, ethical behavior regarding employees' independence has a highly significant moderate correlation with customer focus. This means that organizations valuing employees' independence are more likely to prioritize customer satisfaction and focus on meeting customer needs.

This pattern indicates that ethical autonomy and responsible independence among employees are associated with stronger organizational learning systems and quality execution structures. Recent research supports that ethical climates fostering autonomy and empowerment are positively associated with employee outcomes and quality-oriented performance behaviors (Guo et al., 2022; Sookdawoor, 2022). Furthermore, there is a highly significant moderate correlation between ethical behavior regarding employees' independence and supplier quality management. This indicates that organizations valuing employees' independence are more likely to have effective supplier quality management practices. Lastly, ethical behavior regarding employees' independence has a highly significant moderate correlation with continuous improvement. This suggests that organizations prioritizing employees' independence are more likely to engage in continuous improvement efforts. All the mentioned correlation coefficients are statistically significant at the 5% alpha level, meaning that the observed relationships are unlikely to have occurred by chance. Therefore, the null hypothesis, which assumes no relationship between ethical behavior regarding employees' independence and the mentioned TQM practices, is rejected.

The ethical behavior in terms of the law and professional standards has highly significant moderate correlation with TQM practices in terms of customer focus, supplier quality management, continuous improvement, leadership, employee fulfillment, training and development, and process management. All the r-values are significant at 5% alpha; thus, the null hypothesis is rejected. These results suggest that compliance-oriented ethics are consistently associated with structured quality systems and governance mechanisms. This supports models of ethical governance that link regulatory compliance, accountability, and professional standards with quality management infrastructures (ASQ, 2024; Ma, 2025).

There is a highly significant moderate correlation between ethical behavior regarding the law, professional standards, and customer focus. This suggests that organizations that prioritize adherence to legal and professional standards are more likely to emphasize customer satisfaction and focus on meeting customer needs. Ethical behavior regarding the law and professional standards significantly correlates moderately with supplier quality management. This means that organizations prioritizing ethical practices are more likely to have effective supplier quality management practices. There is a significant moderate correlation between ethical behavior regarding the law and professional standards and continuous improvement. This indicates that organizations prioritizing adherence to legal and professional standards are more likely to engage in continuous improvement efforts. Ethical behavior regarding the law and professional standards significantly correlates moderately with leadership practices. This suggests that organizations prioritizing ethical practices are likelier to exhibit strong leadership qualities. There is a significant moderate correlation between ethical behavior regarding the law and professional standards and employee fulfillment. Organizations prioritizing adherence to legal and professional standards are likelier to have satisfied and fulfilled employees. Ethical behavior regarding the law and professional standards significantly correlates moderately with training and development practices. This indicates that organizations that prioritize ethical practices are more likely to invest in the training and development of their employees.

There is a significant moderate correlation between ethical behavior regarding the law and professional standards and process management. This suggests that organizations prioritizing adherence to legal and professional standards are more likely to have effective and efficient processes. All the mentioned correlation coefficients are statistically significant at the 5% alpha level, meaning that the observed relationships are unlikely to have occurred by chance. Therefore, the null hypothesis is rejected, which assumes no relationship between

ethical behavior regarding the law and professional standards and the mentioned TQM practices.

It indicates that ethical behavior regarding the law and professional standards significantly correlates with various aspects of TQM practices. Organizations prioritizing adherence to legal and professional standards are more likely to focus on customer satisfaction, prioritize supplier quality management, engage in continuous improvement efforts, exhibit strong leadership qualities, have satisfied employees, invest in training and development, and maintain effective process management. The ethical behavior has highly significant strong correlation with TQM practices in terms of training and development; it has a highly significant moderate correlation with TQM practices in terms of customer focus, continuous improvement, leadership, employee fulfillment and process management; it has highly significant weak correlation with supplier quality management). The null hypothesis is also rejected at 5% alpha.

Finally, overall ethical behavior showed its strongest association with training and development, followed by employee fulfillment, process management, continuous improvement, leadership, and customer focus, while its relationship with supplier quality management was weaker but still significant. This indicates that ethical behavior is more strongly linked to internal organizational systems (people development, leadership, processes, learning) than to external relational systems (supplier management). Similar patterns have been observed in recent hospitality and service research, where ethics is more directly embedded in internal governance and workforce systems than in supply-chain structures (Schwepker et. al.,2021; Hoang et al., 2023; Loedphacharakamon, 2025).

Ethical behavior shows a highly significant strong correlation with training and development, indicating that organizations prioritizing ethics are more likely to invest in employee learning and growth. This strengthens employee performance, ethical competence, engagement, and the development of future ethical leaders. Ethical behavior also has a highly significant moderate correlation with customer focus, suggesting that ethical organizations are more likely to prioritize customer satisfaction, build trust, and maintain a positive reputation through responsible and customer-centered practices. A significant correlation with continuous improvement indicates that organizations that value ethical behavior are more likely to promote a culture of learning, innovation, and commitment to excellence, supporting sustainable growth and organizational development.

Ethical behavior further shows a highly significant moderate correlation with leadership practices, meaning ethical organizations are more likely to demonstrate strong leadership characterized by integrity, transparency, and accountability. Ethical leadership fosters trust, motivation, and a positive organizational culture that enhances productivity and stakeholder relationships. There is also a significant correlation with employee fulfillment, suggesting that ethical workplaces create environments where employees feel respected, valued, and motivated, leading to greater engagement, satisfaction, and retention. Additionally, ethical behavior has a moderate correlation with process management, indicating that ethical organizations are more likely to implement transparent, accountable, and efficient processes that support effective operations.

Finally, ethical behavior has a highly significant but weak correlation with supplier quality management, suggesting that while ethical practices contribute to better supplier relationships and quality standards, other operational and supply chain factors also play important roles. Overall, the results indicate that ethical behavior significantly correlates with several aspects of TQM practices. Organizations that prioritize ethical behavior are more likely to invest in training and development, emphasize customer satisfaction, pursue continuous improvement, demonstrate strong leadership, support employee fulfillment, and maintain effective process management. Although the relationship with supplier quality management is weaker, it still suggests a meaningful association.

Findings provide strong empirical evidence that ethical behavior is aligned with TQM implementation. The correlations tend to be stronger in internal organizational systems—such as training, leadership, employee fulfillment, and process management—than in external systems like supplier quality management. This suggests that ethics is deeply embedded in organizational culture, leadership structures, and internal quality systems, supporting contemporary views that ethical behavior functions as a structural driver of quality governance rather

than merely an individual moral trait (Guo et al., 2022; Hoang et al., 2023; ASQ, 2024).

Table 6 presents the correlation between customer service orientation and TQM practices. It reveals that customer orientation in terms of employee characteristics/attributes has highly significant moderate correlation with TQM practices in terms of customer focus, continuous improvement, leadership, employee fulfillment, training and development, and process management. It has a highly significant weak correlation with supplier quality management. All the computed values are highly significant; thus, the null hypothesis is rejected.

Customer orientation regarding employee characteristics/attributes has a highly significant moderate correlation with customer focus. This suggests that organizations that emphasize customer orientation in their employees are more likely to prioritize customer satisfaction and focus on meeting customer needs. Resorts may invest in developing and nurturing customer orientation in their employees. By doing so, they can foster a customer-centric culture, enhance customer satisfaction, gain a competitive advantage, and improve customer retention, ultimately leading to long-term business growth and success.

**Table 6**  
*Correlation between Customer Service Orientation and TQM Practices*

		Employee Attributes	Characteristics/ Organizational Climate Culture	Business Strategy
Customer Focus	Pearson Correlation	.543**	.538**	.560**
	Sig. (2-tailed)	.000	.000	.000
		HS	HS	HS
Supplier Quality Management	Pearson Correlation	.343**	.439**	.481**
	Sig. (2-tailed)	.000	.000	.000
		HS	HS	HS
Continuous Improvement	Pearson Correlation	.548**	.554**	.590**
	Sig. (2-tailed)	.000	.000	.000
		HS	HS	HS
Leadership	Pearson Correlation	.564**	.567**	.586**
	Sig. (2-tailed)	.000	.000	.000
		HS	HS	HS
Employee Fulfillment	Pearson Correlation	.494**	.556**	.603**
	Sig. (2-tailed)	.000	.000	.000
		HS	HS	HS
Training and Development	Pearson Correlation	.515**	.524**	.600**
	Sig. (2-tailed)	.000	.000	.000
		HS	HS	HS
Process Management	Pearson Correlation	.520**	.530**	.570**
	Sig. (2-tailed)	.000	.000	.000
		HS	HS	HS

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

Customer orientation in terms of employee characteristics/attributes has a highly significant moderate correlation with continuous improvement. This indicates that organizations that promote customer orientation in their employees are more likely to engage in continuous improvement efforts. Resorts may prioritize customer orientation among their employees to drive continuous improvement efforts. By fostering a culture that values customer needs and encourages employees to contribute to improvement initiatives, organizations can achieve customer-driven innovation and proactive problem-solving, become a learning organization, gain a competitive advantage, and foster higher employee engagement and satisfaction levels.

Customer orientation regarding employee characteristics/attributes significantly correlates moderately with leadership practices. This suggests that organizations fostering employee customer orientation are more likely to

exhibit strong leadership qualities. Resorts may foster customer orientation in their employees to develop strong leadership practices. Organizations can cultivate leaders who prioritize customer satisfaction by emphasizing customer-centric leadership, effective communication, empowerment, collaboration, organizational alignment, and a positive culture. These leadership practices enhance customer experiences, employee engagement, and overall organizational success.

Customer orientation regarding employee characteristics/attributes has a significant moderate correlation with employee fulfillment. This means that organizations that promote customer orientation in their employees are more likely to have satisfied and fulfilled employees. Resorts that prioritize and encourage customer orientation in their employees are more likely to have satisfied and fulfilled employees. When employees possess customer-oriented characteristics and attributes, such as empathy, effective communication skills, and a focus on meeting customer needs, they are better equipped to deliver excellent customer service. This, in turn, can lead to increased job satisfaction and fulfillment among employees. Customer orientation regarding employee characteristics/attributes significantly correlates moderately with training and development practices. This indicates that organizations that emphasize customer orientation in their employees are more likely to invest in their training and development. Customer orientation regarding employee characteristics/attributes has a highly significant moderate correlation with process management. This suggests that organizations that promote customer orientation in their employees are more likely to have effective and efficient processes in place. Customer orientation regarding employee characteristics/attributes has a highly significant weak correlation with supplier quality management. While the correlation is weaker compared to the other factors, it still suggests some association between customer orientation in employees and supplier quality management practices.

Overall, the results indicate that customer orientation regarding employee characteristics/attributes is significantly correlated with various aspects of TQM practices. Organizations that promote customer orientation in their employees are more likely to focus on customer satisfaction, engage in continuous improvement efforts, exhibit strong leadership qualities, have satisfied employees, invest in training and development, and maintain effective process management. While the correlation with supplier quality management is weaker, it still suggests some association between customer orientation in employees and supplier quality management practices. This pattern indicates that when customer orientation is embedded in employee traits—such as empathy, communication competence, responsiveness, and service values—it tends to co-occur with stronger internal quality systems and people-centered management practices. This aligns with contemporary service management research showing that employee-level service orientation supports quality culture, organizational learning, leadership effectiveness, and continuous improvement structures (Newman et al., 2020; Schwepker et. al., 2021; Wang et al., 2022). The weaker association with supplier quality management suggests that supplier systems are more structurally driven by procurement and supply-chain mechanisms than by frontline service orientation (Loedphacharakamon, 2025).

It also reflected on the table that customer orientation in terms of organizational climate culture has highly significant moderate correlation with TQM practices in terms of customer focus, supplier quality management, continuous improvement, leadership, employee fulfillment, training and development, and process management. All the computed values are also highly significant; thus, the null hypothesis is rejected. Customer orientation in terms of organizational climate culture has a highly significant moderate correlation with customer focus. This suggests that organizations with a customer-oriented organizational climate and culture are more likely to prioritize customer satisfaction and focus on meeting customer needs. Customer orientation in terms of organizational climate culture has a highly significant moderate correlation with supplier quality management. This indicates that organizations with a customer-oriented organizational climate and culture are more likely to have better practices in managing the quality of their suppliers. Customer orientation in terms of organizational climate culture has a highly significant moderate correlation with continuous improvement. This suggests that organizations with a customer-oriented organizational climate and culture are more likely to engage in continuous improvement efforts.

Customer orientation in organizational climate culture has a highly significant moderate correlation with

leadership practices. This indicates that organizations with a customer-oriented organizational climate and culture are likelier to exhibit strong leadership qualities. Customer orientation in terms of organizational climate culture has a highly significant moderate correlation with employee fulfillment. This means that organizations with a customer-oriented organizational climate and culture are likelier to have satisfied and fulfilled employees. Customer orientation in organizational climate culture significantly correlates moderately with training and development practices. This suggests that organizations with a customer-oriented organizational climate and culture are more likely to invest in the training and development of their employees.

Customer orientation in terms of organizational climate culture has a highly significant moderate correlation with process management. This indicates that organizations with a customer-oriented organizational climate and culture are likelier to have effective and efficient processes. Customer orientation in organizational climate culture significantly correlates with various aspects of TQM practices. Organizations with a customer-oriented organizational climate and culture are more likely to focus on customer satisfaction, have better supplier quality management practices, engage in continuous improvement efforts, exhibit strong leadership qualities, have satisfied employees, invest in training and development, and maintain effective process management. These findings suggest that a customer-oriented organizational climate is structurally associated with stronger internal quality systems, leadership coherence, workforce development, and improvement cultures. Recent studies emphasize that customer-centered cultures function as institutional enablers of TQM, shaping shared norms, leadership practices, employee engagement, and process discipline (Fehr et al., 2020; Guo et al., 2022; Hoang et al., 2023).

Furthermore, the customer orientation in terms of organizational business strategy has a highly significant strong correlation with TQM practices in terms of employee fulfillment and training and development. It has highly significant moderate correlation with TQM practices in terms of customer focus, supplier quality management, continuous improvement, leadership, and process management. All the computed values are also highly significant; thus, the null hypothesis is rejected. Customer orientation in terms of organizational business strategy has a highly significant moderate correlation with customer focus. This suggests that organizations aligning their business strategy with customer orientation are more likely to prioritize customer satisfaction and meet customer needs. Customer orientation in terms of organizational business strategy has a highly significant moderate correlation with supplier quality management. This indicates that organizations that align their business strategy with customer orientation are more likely to have better practices in managing the quality of their suppliers and to engage in continuous improvement efforts. Customer orientation in terms of organizational business strategy has a highly significant moderate correlation with leadership practices. This indicates that organizations aligning their business strategy with customer orientation are more likely to exhibit strong leadership qualities.

Customer orientation in terms of organizational business strategy has a highly significant correlation with employee fulfillment. This means that organizations that align their business strategy with customer orientation are more likely to have satisfied and fulfilled employees. Customer orientation in organizational business strategy correlates highly significantly with training and development practices. This suggests that organizations that align their business strategy with customer orientation are more likely to invest in the training and development of their employees. Customer orientation in terms of organizational business strategy has a highly significant moderate correlation with process management. This indicates that organizations aligning their business strategy with customer orientation are more likely to have effective and efficient processes. Organizations that align their business strategy with customer orientation are more likely to focus on customer satisfaction, have better supplier quality management practices, engage in continuous improvement efforts, exhibit strong leadership qualities, have satisfied employees, invest in training and development, and maintain effective process management.

This pattern indicates that when customer orientation is embedded at the strategic level, it becomes structurally integrated into quality governance systems. Strategic customer orientation aligns organizational goals, leadership systems, employee development, and process design around customer value creation. This is consistent with recent research showing that customer-oriented strategies function as organizational architectures that support ethical

governance, TQM implementation, learning systems, and sustainable performance (Freire et al., 2020; Bamel et al., 2021; Wang et al., 2023).

Employee-level orientation → Cultural orientation → Strategic orientation, with correlation strength increasing as customer service orientation moves from individual attributes to organizational systems and strategic structures. This suggests that customer service orientation operates not only as a behavioral trait but as a multi-level institutional mechanism that supports TQM implementation. Internal systems (leadership, training, fulfillment, processes, continuous improvement) show stronger associations than external systems (supplier quality management), indicating that customer orientation is more deeply embedded in internal governance and quality infrastructures than in supply-chain structures. This pattern is consistent with contemporary organizational models of TQM and service governance (ASQ, 2024; Newman et al., 2020; Hoang et al., 2023).

The results provide strong empirical evidence that customer service orientation is positively and significantly associated with TQM practices across employee, cultural, and strategic levels. Customer orientation functions as a structural enabler of quality management, strengthening leadership systems, workforce development, continuous improvement, employee fulfillment, and process management, while maintaining a weaker but significant relationship with supplier quality systems.

**Propose Total Quality Management Framework**

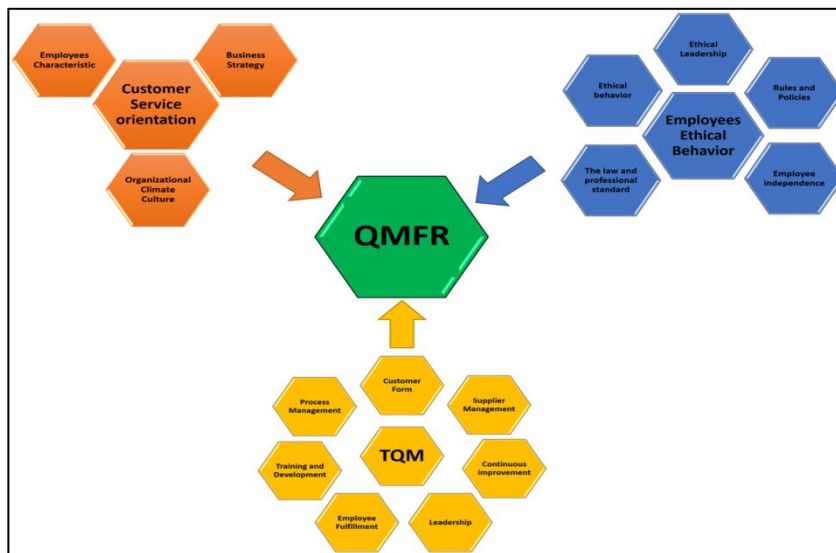


Fig. 1. Quality Management Framework

The resort quality management framework interrelates customer service orientation and employee ethical behavior with the total quality management of resorts. Overall, it shows highly significant correlations among the three variables. Customer service orientation in terms of employee characteristics, organizational climate culture, and business strategy was rated high by the resort employees and emphasized highly significant correlations with total quality management in terms of customer focus, supplier quality management, continuous improvement, leadership, employee fulfillment, training and development, and process management. Similarly, the employee ethical behavior in terms of ethical leadership, rules and policies, employee independence, law and professional standard, and ethical behavior obtained high ratings in the assessment of the resort employees and obtained high significant correlations with the total quality management in terms of customer focus, supplier quality management, continuous improvement, leadership, employee fulfillment, training and development, and process management. The framework will guide resort managers on attaining total quality management in managing and operating resorts.

The proposed framework presents a dynamic interrelationship among Customer Service Orientation (CSO), Employee Ethical Behavior (EEB), and Total Quality Management (TQM) within resort operations in the Central

Luzon Region. These three variables form a mutually reinforcing system wherein improvements in one area significantly influence the others. Customer Service Orientation, encompassing employee characteristics, organizational climate, and business strategy, drives proactive engagement with clients, which is foundational to service quality. This orientation correlates with TQM dimensions such as customer focus, continuous improvement, and employee fulfillment, suggesting that a strong customer-centric culture enhances process quality and service outcomes. Simultaneously, Employee Ethical Behavior, defined by ethical leadership, rule adherence, professional standards, independence, and conduct, fosters trust, consistency, and fairness—key pillars of TQM. Its high correlation with TQM practices implies that ethical employees comply with standards and actively contribute to sustainable quality improvements. Notably, the intersection of CSO and EEB suggests that customer-first values are best upheld by ethically grounded personnel, and vice versa; a respectful, ethical workplace further motivates service excellence. These dual influences culminate in TQM, which acts as a product and a catalyst of these values, reinforcing customer focus, process integrity, leadership efficacy, and continuous development.

The employee's ethical behavior is blue because it is the color of trust, honesty, dependability, serenity, harmony, tranquility, and peace. It implies conservatism and promotes organizational harmony and client loyalty in business. Based on the mean assessments, the components were arranged from highest to lowest: ethical behavior, law and professional standard, employee independence, ethical leadership, and rules and policies. The customer service orientation is orange. The color orange is often associated with enthusiasm, excitement, and warmth. It can create a sense of fun, energy, and playfulness. Orange is a bright, attention-grabbing color that can help a brand stand out in a crowded market. It can be used to draw attention to specific areas of the marketing materials, such as calls to action or important information. Based on the mean assessments, the components were arranged from highest to lowest: organizational climate, employee characteristics, and business strategy.

Total quality management is green because it represents nature, harmony, and expansion. It represents stability, harmony, and healing since it is safe and soothing. In business, green is advantageous for anything related to health and healing. It also stands for stability and independence. Based on the mean assessments, the components were arranged from highest to lowest: supplier quality management, leadership, process management, customer focus, continuous improvement, employee fulfillment, and training and development. Customer service orientation, ethical behavior, and total quality management are intricately linked, as strong customer service can foster ethics and quality management, while total quality management can strengthen ethical behavior. The following framework illustrates the correlations between the three. Customer service orientation: the mindset and approach of an individual or an organization that places a high value on meeting the needs and expectations of their customers. It involves understanding and anticipating customers' needs, providing prompt and courteous service, and resolving any issues or concerns promptly and effectively. Quality management: activities and processes to ensure that products or services consistently meet or exceed customer expectations. It involves systematically controlling and improving all aspects of an organization's operations to ensure that its products or services are of the highest quality possible.

***Correlations:***

a. Customer service and ethical behavior: Customer orientation and ethical behavior are essential for building a positive reputation for an organization. Companies prioritizing customer satisfaction and ethical behavior are more likely to be viewed as trustworthy and reliable by customers, leading to increased loyalty and positive word-of-mouth recommendations.

b. Customer service and total quality management. Both customer service and TQM are customer-focused. Customer service aims to provide customers with an exceptional experience, while TQM seeks to offer products and services that meet or exceed customer expectations.

c. Ethical behavior and total quality: Both ethical behavior and TQM are customer-focused. Ethical behavior requires treating customers fairly and honestly, while TQM aims to provide products and services that meet or exceed customer expectations.

Customer service orientation, ethical behavior, and TQM share common goals and principles. All three approaches are focused on meeting customer needs and expectations, empowering employees, improving processes, and taking responsibility for the impact of business practices. By combining these three concepts, organizations can create a culture of excellence that delivers superior products and services to their customers while upholding ethical standards and social responsibility.

The researcher's role in this framework is to quantify and contextualize these relationships through systematic inquiry, serving as the input by operationalizing the constructs, gathering empirical data from resort employees, and analyzing the strengths of association among variables. The significant correlations indicate that improvements in CSO and EEB reliably enhance TQM outcomes. From a visual and symbolic perspective, colors represent each core variable—orange for CSO, highlighting enthusiasm and proactive service; blue for EEB, symbolizing trust and harmony; and green for TQM, denoting stability and sustainable growth. Despite their shared focus on customer satisfaction, the three constructs differ in their orientation: CSO emphasizes external responsiveness, EEB focuses on internal moral conduct, and TQM integrates both to establish system-wide excellence. Hence, the framework not only elucidates how CSO and EEB function as inputs to TQM but also serves as a strategic guide for resort managers aiming to embed quality and ethical service as organizational cornerstones.

Ultimately, by understanding and leveraging these interdependencies, resorts can cultivate a culture that consistently delivers high-quality, ethical, and customer-centered experiences.

#### **4. Conclusions and recommendations**

Based on the study's results, the following conclusions were drawn: The integration of customer service orientation and ethical behavior produced higher quality management outcomes in Central Luzon resorts. Resorts with strong alignment between service values and ethics demonstrated better organizational performance indicators. The strongest combined effect was observed in service consistency and internal work climate. Ethical behavior showed a strong association with customer trust, loyalty, and satisfaction. Honesty, transparency, and fairness were the most dominant ethical attributes linked to positive customer responses. Ethical conduct also correlated with higher employee morale and service performance. Total Quality Management in resorts was directly driven by the enforcement of service orientation and ethical behavior. Quality management was not achieved through systems alone but through consistent human behavior and organizational culture. TQM emerged as behavior-anchored rather than process-isolated. A statistically significant relationship existed among customer service orientation, ethical behavior, and quality management practices. Higher moral standards in service delivery were directly associated with stronger quality management outcomes. These variables functioned as interdependent components of resort management performance. The developed Resort TQM Framework established a cyclical relationship among customer service orientation, ethical behavior, and quality management. Each construct reinforced the others in a continuous system. The framework formally structured this interdependence into a unified quality model.

Resorts may correct weak personalized service delivery by implementing mandatory service-skills training focused on empathy, communication, and guest engagement, with quarterly refresher programs for all frontline staff. Resorts may address weak ethical consistency by institutionalizing a formal code of ethics, conducting compulsory ethics training, and integrating ethical compliance into performance evaluation systems. Resorts can fix weak quality integration mechanisms by adopting standardized TQM tools, including service audits, behavior monitoring systems, and structured feedback-to-action protocols. Local government units may resolve infrastructure gaps by prioritizing access roads, transport systems, utilities, sanitation, and tourism signage directly serving resort zones. Technical education institutions may close skills mismatches by establishing industry-aligned training centers and delivering modular, certification-based hospitality programs linked to resort workforce needs. Resorts may improve weak employee morale and retention by implementing structured career pathways, fair compensation systems, continuous professional development programs, and formal staff recognition mechanisms. Resorts may eliminate communication gaps with guests by deploying integrated digital feedback platforms, multi-

channel communication systems, and standardized complaint-response protocols. Future researchers may conduct a longitudinal study examining how sustained integration of customer service orientation, ethical behavior, and quality management affects resort performance over time, including customer loyalty, employee retention, and financial sustainability, which were not included in the present study.

## 5. References

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