

The Influence of Total Quality Management on Operational Performance at Rayz UMM Malang Hotel

Alma Karistiana ^{1*}, R Y Susanto ², and Yuni Setyawati ³

* Correspondence Author: almakaristiana@gmail.com

^{1,2,3} Management, Faculty of Economics, University of Tribhuwana Tunggal, Malang, Indonesia

INDEXING	ABSTRACT
<p>Keywords: Keyword 1; Total Quality Management Keyword 2; Operational Performance Keyword 3; Rayz UMM Malang Keyword 4; Hotel Keyword 5; Influence</p>	<p>The purpose of this research is to determine the effect of total quality management on operational performance at Hotel Rayz UMM Malang. This is a quantitative study. The sampling method used in this research is random sampling with 47 respondents. Data collection techniques include observation, questionnaires, literature studies, and documentation. The data analysis method is simple linear regression. The research results prove that total quality management has a significant and positive effect on operational performance at Hotel Rayz UMM Malang, as indicated by a calculated t value of 6.440, representing an influence of 66.4%. The aspects of total quality management that affect operational performance include employees focusing on providing good service to customers, conducting evaluations for continuous service improvement, employees receiving training programs for skill development, and good communication between management and employees.</p>

Article History

Received 22 June 2025; Revised 12 November 2025; Accepted 11 December 2025;

Publish 11 January 2026

INTRODUCTION

The hospitality industry is one of the most important industries in the tourism sector. This industry makes a significant contribution to the economy of a country, both in terms of revenue and job creation. (Harji & Suharto, 2024). In the world of the hospitality industry, hotels certainly face various challenges that affect operations and business sustainability. The challenges include (1) Human Resources, Maintaining the quality of customer service is highly dependent on hotel staff. (2) Availability and Stock Management, (3) Quality of Customer Service, (4) Technology and Systems.

To test the quality of a company, one can use a strategic concept known as TQM (Total Quality Management). Total Quality Management (TQM) is an operational activity focused on the customer to continuously improve the productivity of goods and services produced by involving the entire organizational process, starting from input activities such as providing raw materials, adequate human resources, or streamlining the production or distribution process of products, to output that ensures effectiveness (Perdana, 2020; Latifah *et al*, 2021). The definition of TQM is a management system oriented towards customer satisfaction (customer satisfaction) with efforts made to get it right the first time (right first time), through continuous improvement and employee motivation (Lepistö *et al*, 2024). The main goal of implementing Total Quality Management is to provide customer satisfaction as efficiently as possible. Total Quality Management (TQM) is the foundation of success in today's competitive environment, whether for large or small companies, which have found that attention to quality can

have a significant impact on the company's objectives (Ali and Johl, 2023). Through the implementation of TQM, it will provide many benefits and positive impacts on the company's reputation.

Rayz UMM Hotel Malang is part of the Business Unit of Muhammadiyah University of Malang (UMM) that operates in the tourism sector, specifically in hospitality. It is located at Jl. Raya Sengkaling No.1, Jetis, Malang Regency. This 4-star hotel is managed by PT. Management Hotel UMM (PT. MHU) as of January 2022. Rayz UMM Hotel is one of the hotels that strives to provide the best service for guests and customers through the implementation of an efficient management system. Although various procedures and policies have been implemented to ensure good service quality, there are still fluctuations in occupancy rates and complaints from some guests regarding service quality, such as delays in check-in/out, less than optimal room cleanliness, and staff responsiveness to guest complaints. The objective of this research is to determine and analyze the effect of Total Quality Management (TQM) on Operational Performance at Rayz UMM Malang Hotel.

LITERATURE REVIEW

Literally, the word hotel comes from the word hospitium (Latin) which means guest room located within a monastery, which then the word hospitium in France was combined with the word hospes and became hospice. For some time, the word hospice did not undergo any changes (Ivory, 2022). In the subsequent development, after going through a very long process of understanding and analogy to distinguish between guest house and mansion house (a large house), the large house was called a hostel. This word hostel continued to be used by people, gradually the letter 's' in the word hostel disappeared or was removed, becoming hotel as we know it today. A hotel is a type of building, a symbol, a company or a business entity providing accommodation services, food and beverage services, and other service facilities where all those services are intended for the general public, both those who stay overnight at the hotel and those who only use certain facilities that the hotel has (Medlik and Ingram, 2000).

Quality is one of the important factors in both business and non-business contexts where the performance of a company can be measured by the quality of the goods and services produced. In the Great Indonesian Dictionary (KBBI), quality is defined as the degree of goodness or badness of something, level, or standard. There are many definitions and meanings of quality, although in essence, their meanings are not much different from one another. Service quality and customer satisfaction are closely related. Quality provides an impulse for customers to form strong bonds with the company. Such bonds in the long run allow the company to thoroughly understand the expectations and needs of its customers. Thus, the company can enhance customer satisfaction. The company can maximize enjoyable customer experiences and minimize or eliminate less pleasant customer experiences (Tho'in, 2011).

Total Quality Management, or TQM for short, is a philosophy about continuous improvement that can provide a set of practical tools to educational institutions in meeting the needs, wants, and expectations of their customers, both now and in the future. TQM is a desire to always try to do everything with 'always good from the start.' The word total emphasizes that everyone within the organization must be involved in the efforts to continually improve. The word management applies to everyone, as each person in an institution, regardless of status, plays the role of a manager for their respective responsibilities.

Total Quality Management (TQM) or Integrated Quality Management (IQM) is a management system that highlights quality as a business strategy and focuses on

customer satisfaction by involving all members of the organization. Integrated Quality Management (IQM) is an approach to conducting business that seeks to maximize the organization's competitiveness through continuous improvement of products, services, workforce, processes, and its environment. The main objective of TQM is to enhance the quality of work, improve productivity and efficiency. TQM, as a procedure to achieve success, is considered successful when the quality of work improves better than before, productivity is high as shown by the increased quantity of output in terms of products/services compared to before, and it is more efficient, which can be interpreted as lower production costs or smaller inputs than the outputs.

The main benefits of applying TQM in the public sector are service improvement, cost reduction, and customer satisfaction. Progressive improvements in management systems and service quality lead to increased customer satisfaction. Additionally, other observable benefits include enhanced skills, morale, and confidence among public service staff, improved relationships between the government and its community, increased accountability and transparency of the government, as well as improved productivity and efficiency of public services.

Performance is an important aspect for managing the success of an organization in achieving its goals. It is essential for everyone to continuously assess their performance, as this can serve as input for improvement and enhancement of their performance. There are several expert opinions regarding the definition of performance. The quality and quantity of task achievements, whether carried out by individuals, groups, or companies." According to Tika (2006), performance is the results of the work functions/activities of an individual or group within an organization, influenced by various actors, in order to achieve the organization's goals within a specific time period. (Latief et al., 2018).

Performance can be understood as the level of success and the level of achievement of organizational goals. Performance can indicate how far the ability to carry out the tasks of the organization reaches. 'The work results that can be achieved by an individual or a group of individuals within an organization according to their respective authorities and responsibilities in an effort to achieve the organization's goals legally, without violating the law and in accordance with norms or ethics.' Simply put, Idris (2016) states that performance is the execution of the functions required of an individual. This definition represents the minimal requirement for success.

RESEARCH METHOD

The research method used in this study is the quantitative method. This approach aims to determine the extent of the influence of Total Quality Management (TQM) on the operational performance of hotels. The population in this study consists of all employees of Rayz Umm Malang Hotel, totaling 88, while the sample for this study consists of 47 employees who will be researched from the 88 employees of Rayz Umm Malang Hotel. The sources of data used include primary and secondary data. The data collection techniques in this study are interviews, questionnaires, literature studies, documentation, and observation.

RESULT AND DISCUSSION

Result

Instrument Testing

Validity Testing

The validity test is conducted to measure whether a questionnaire is valid or legitimate; data is considered valid if the correlation value (r_{hitung}) > (r_{tabel}). Below are the results of the validity test instrument:

Table 1. Validity Test

Var / No	R count		r table	Conclusion
	X	Y		
1	0,618	0,672	0,325	Valid
2	0,657	0,603		Valid
3	0,526	0,658		Valid
4	0,623	0,698		Valid
5	0,606	0,678		Valid
6	0,687	0,654		Valid
7	0,627	0,656		Valid
8	0,608	0,531		Valid
9	0,595	0,650		Valid
10	0,655	0,611		Valid
11	0,677	0,629		Valid
12	0,612			Valid
13	0,584			Valid
14	0,637			Valid

Source: Processed primary data (2025)

Based on table 1, it can be seen that the instruments used in the research, namely the total quality management variable (X), consist of 14 statements, and the operational performance variable (Y) also consists of 11 statements. All statements are declared valid because the value (r_{hitung}) > (r_{tabel}) of 0.325. Standard value of r_{tabel} for 47 respondents is 0.325.

Reliability Testing

This test aims to examine whether in the regression model, the disturbance variable or residuals have a normal distribution. To determine whether the data is normal or not, it is assessed from the normal probability plot.

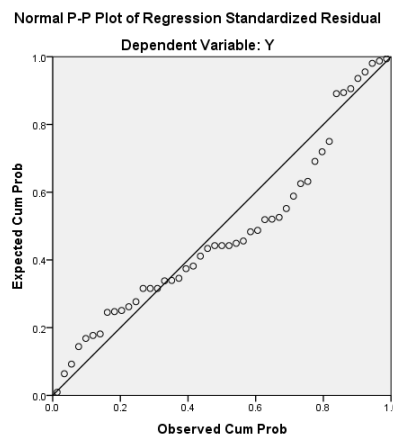


Figure 1. Normality Test of Distribution

Source: Processed Primary Data (2025)

Based on Figure 1, the data is stated to meet the normality test (normal), because the spread of data (points) in the diagonal source of the normal P-Plot Of Standardized Regression Residual is around the diagonal line and follows the direction of the diagonal line.

Heteroscedasticity Test

The heteroskedasticity test aims to determine whether the variance of the residuals varies from one observation to another in regression. The decision-making criteria are made if there is a certain pattern; then it is suspected that there is a heteroskedasticity problem in the regression model. If there is no clear pattern and the points are scattered above and below the number on the Y-axis, then heteroskedasticity symptoms do not occur.

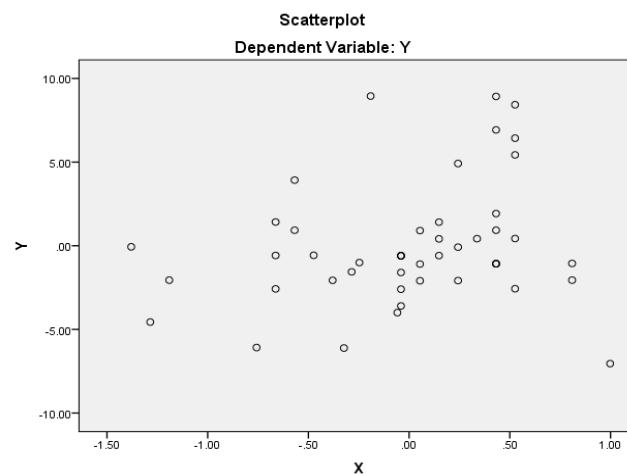


Figure 2. Testing the Assumption of Heteroscedasticity
Source: Processed Primary Data (2025)

Based on Figure 2, the data indicates that heteroscedasticity symptoms do not occur because the data distribution in the diagram is located between the value 0 of the X-axis and the Y-axis, and the data distribution does not show any clear pattern.

Autocorrelation Test

The purpose of the autocorrelation test is to examine whether there is a correlation among the disturbances in the regression model. Conventionally, a regression equation is said to fulfill the autocorrelation assumption if the value of the Durbin Watson (d) test is greater than the upper limit (dU) and less than (4-dU), then the data is stated to be free from autocorrelation.

Table 2. Autocorrelation

<i>Model Summary^b</i>	
<i>Model</i>	<i>Durbin-Watson</i>
1	1,910

Source: Processed Primary Data (2025)

Based on Table 2, it is known that the Durbin Watson value (d) is 1.910, thus the value (d) is between -4 and 4, indicating that the data does not exhibit autocorrelation symptoms.

Multicollinearity Test

Multicollinearity testing is conducted to determine deviations from the regression model, such as the presence of linear relationships among dependent variables. A good regression model should not exhibit correlation among independent variables. Detection of multicollinearity is determined from the tolerance and VIF values; if the tolerance value > 0.1 and $VIF < 10$, then the data is stated not to exhibit signs of multicollinearity.

Table 3. Multicollinearity

Collinearity Statistics	
Tolerance	VIF
.800	1.000

Source: Processed Primary Data (2025)

From table 3, the results of the multicollinearity test show that there is no multicollinearity among the independent variables.

Multiple Linear Regression

Simple linear regression analysis is used to determine the extent of the influence of total quality management (X) on operational performance (Y) at Hotel Rayz UMM Malang. The results of the simple linear regression test are shown in the table below.

Table 4. Multiple Linear Regression

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,629	0,141		11,553	0,000
	X	0,805	0,125	0,815	6,440	0,000

a. Dependent Variable: Y

Source: Processed Primary Data (2025)

Based on the table, a regression equation can be made to measure the effect of the total quality management variable (X) on the operational performance variable (Y) at Hotel Rayz UMM Malang using the following regression equation:

$$Y = a + bX + e$$

$$Y = 7,651 + 0,739 X + e$$

Based on the regression equation, it can be interpreted that for the value of the operational performance variable at the constant value of 1.629, it means that the operational performance is expressed as high before being influenced by total quality management. If the value of variable X increases by 0.805, then the total effect value becomes 2.434, meaning there is a strong influence of total quality management on the operational performance variable. Thus, the meaning of the regression value of the variable is as follows:

Y = operational performance variable is the dependent variable whose value will be predicted by the total quality management variable (X).

X = regression coefficient (X) of 0.805 with a positive sign indicating that the total quality management variable (X) has a positive effect on the operational performance variable (Y), which means that the better the support from total quality management, the

more it will improve the operational performance at Hotel Rayz UMM Malang.

Hypothesis Testing t Test (Partial)

The t-test is conducted to determine the effect of total quality management (X) on operational performance (Y) at Hotel Rayz UMM Malang, and the magnitude of the influence of the independent variable on the dependent variable can be found in the table below.

Table 5. Results of t Test

Variabel	t count	t table	Sig t
(X)	6,440	2,013	0,000

Source: Processed Primary Data (2025)

The results of the t-test calculation prove that the total quality management variable (X) has a significant effect on the operational performance variable (Y) at Hotel Rayz UMM Malang because the calculated t value = 6.440 > the table t value 2.013 with a significance value of (0.000 < 0.05), thus H1 is accepted. This means that the better the support from total quality management, the more it can improve the operational performance at Hotel Rayz UMM Malang.

Test of Coefficient of Determination (R2)

The coefficient of determination (R2) essentially measures how well the model explains the variation of the dependent variable. The results of the coefficient of determination (R2) test are presented in the following table:

Table 6. Results of the Coefficient of Determination Test (R2)

Model	R Square
1	0,664

Source: Processed Primary Data (2025)

The analysis results obtained an r square value of 0.664, meaning that total quality management contributes to the operational performance at Hotel Rayz UMM Malang by 66.4%, while the remaining 0.336 or 33.6% is contributed by other variables not studied, such as leadership style and work environment.

Discussion

The presented analysis results prove that total quality management has a significant effect on operational performance at Hotel Rayz UMM Malang, meaning that the better the support from total quality management, the more it can improve operational performance. Total quality management that influences operational performance includes employees focusing on providing good service to customers, conducting evaluations for continuous service improvement, employees receiving training programs for skill development, good communication between management and employees, and employees getting opportunities to develop.

Total quality management at Hotel Rayz UMM Malang includes always asking for customer needs, receiving suggestions from customers, maintaining the cleanliness of hotel rooms, and always greeting customers at the hotel when meeting. The results of this research are in line with research by Widjaya & Suryawan (2014), which proves that total quality management can improve operational performance. Total Quality Management (TQM) is a comprehensive and structured management approach aimed at achieving the best quality in all aspects of the organization, involving all members of

the organization in continuous improvement efforts. TQM focuses on customer satisfaction, employee involvement, and continual process improvement.

Total Quality Management (TQM) is very important in the hospitality industry because it can enhance customer satisfaction and loyalty. In a competitive environment, hotels must be able to provide consistent and high-quality experiences to guests. Hotels that implement TQM principles can identify and address issues in services and operations, thereby improving efficiency and effectiveness. Through employee training, performance measurement, and guest feedback, hotels can continuously adapt and innovate.

The results of this study suggest that total quality management can influence the improvement of operational performance at Hotel Rayz UMM Malang. The operational performance at Hotel Rayz UMM Malang includes employees being able to complete job tasks efficiently and on time, employees being able to work in teams, and employees consistently providing good service. The implementation of total quality management in the hotel can identify areas that require improvement and optimize workflows. For instance, through data analysis and feedback from guests, the hotel can identify bottlenecks in service, such as long wait times at reception or complicated check-in processes. The application of total quality management in hotels can not only reduce operational costs but also enhance the overall guest experience.

The results of the Determination Coefficient (R^2) test show that total quality management has a contribution to operational performance at Hotel Rayz UMM Malang of 66.4%, meaning that the better total quality management is, the more it can improve operational performance. TQM encourages employee involvement in continuous improvement efforts. When employees feel involved in the decision-making process and empowered to provide input, they tend to be more motivated and committed to their work. Employees trained in TQM principles are better able to identify problems and provide innovative solutions, which in turn can enhance the overall operational performance of the hotel.

Operational performance refers to how effective and efficient an organization is in carrying out its daily activities to achieve set goals. Good operational performance means that all departments, from reception, housekeeping, to food and beverage services, work harmoniously to provide a satisfying experience for guests. High-performing employees are able to provide friendly, professional service and respond to guest needs. Employees with good performance can manage their time well, prioritize tasks, and work proactively to avoid bottlenecks in operational processes.

CONCLUSION

Based on the description provided, it can be concluded that Total Quality Management has a significant influence on operational performance at Hotel Rayz UMM Malang, meaning that the better the support from Total Quality Management, the higher the operational performance at Hotel Rayz UMM Malang.

The recommendations in this research are as follows:

1. Management needs to conduct evaluations after the completion of work to identify mistakes and correct them.
2. The hotel should provide training to new employees.
3. Future researchers need to identify other factors influencing operational performance such as leadership style and work environment.

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