

Total Quality Management, Organizational Culture, and Organizational Performance: A Study of Upscale Hotels in Bangladesh

Shariful Alam Khandkar¹
Mohammad Ruhual Amin²

ABSTRACT

This study examines the relationship between Total Quality Management, organizational culture, and organizational performance in the upscale hotel industry in Bangladesh. To achieve this objective, data were collected through a self-administered questionnaire survey from 125 respondents, including owners, managers, and departmental heads of upscale hotels. Data were collected online and face-to-face. The study used a convenience sampling approach because no complete sampling frame was available. The responses from hotel owners, managers, and departmental heads helped capture the practical context in which Total Quality Management practices and a quality-oriented organizational culture operate in upscale hotels in Bangladesh. The proposed relationships were examined using reliability analysis, exploratory factor analysis, Pearson correlation analysis, and multiple regression analysis. The findings reveal statistically significant and strong positive relationships among Total Quality Management, organizational culture, and organizational performance. Finally, this study contributes to academic understanding of how Total Quality Management and organizational culture are associated with organizational performance in upscale hotels, while also offering practical insights for hotel owners, managers, and departmental heads concerned with improving performance through quality-oriented management practices.

KEYWORDS: Total Quality Management; Organizational Culture; Organizational Performance; Upscale Hotels; Bangladesh

¹ Department of Tourism and Hospitality Management, University of Dhaka, Dhaka 1000, Bangladesh.

² Department of Tourism and Hospitality Management, University of Dhaka, Dhaka 1000, Bangladesh. ✉ (CORRESPONDING AUTHOR) m.r.amin@du.ac.bd

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1. Introduction

In the dynamic landscape of the hospitality sector in Bangladesh, the interplay between Total Quality Management (TQM), organizational culture, and organizational performance has important implications for the success and sustainability of upscale hotels. In the hospitality industry, the hotel sector is considered one of the major segments, with accommodation as its central service offering. There are also several additional revenue-generating facilities in a hotel, based on the services a particular property provides, such as gymnasiums, multi-cuisine restaurants, spas, beauty salons, swimming pools and bars (Chu, 2014). There are also several categories of hotels, ranging from budget hotels to luxurious upscale hotels (Feng et al., 2018).

For different segments of hotels, the target market varies. The purpose of the visit also influences the type of hotel that guests choose at different times. Some hotels focus on business travelers, while others operate as leisure hotels and resorts in tourist destinations. There are also hotel apartments for long-stay guests, selected-service hotels for mid-range guests, and many other forms of accommodation (Morvay Karakas, 2014; Lee et al., 2020). Therefore, a major challenge is to reach and attract the target customer faster than the competitive set and to present the right product more effectively than competitors (Lee et al., 2020).

To match the right product with the right target market and enhance performance, TQM and organizational culture play a pivotal role. The hotel industry places considerable emphasis on TQM for attracting and retaining guests over time. This industry is also developing organizational cultures that focus on quality products and services to enhance organizational performance. Because of the special service characteristics of the hotel industry, it is very important to understand guests' intentions, expectations and market segments clearly in order to present the right type of product to them (Mariani et al., 2018).

In upscale hotels, guest demand is particularly sensitive. The upscale hotel industry mainly serves sophisticated guests with higher service expectations. Comparatively, this target market may be relatively price inelastic, but guests are more concerned about customized and personalized services, as well as quality ambience. Therefore, guests' expectations and satisfaction components are crucial for developing timely strategies for upscale hotels to attract potential markets and ensure loyalty (Law et al., 2009; Sigala and Baum, 2003; Lee et al., 2020). As upscale hotels in Bangladesh deal with sophisticated customers, there is a clear need to understand how TQM and quality-oriented organizational culture are associated with the performance of upscale hotels (Khandakar and Deb, 2022). For the purpose of this study, upscale hotels refer to the international luxury hotels operating in Bangladesh and identified by the Bangladesh International Hotel Association (BIHA, 2021). These hotels provide a broad range of high-quality accommodation, food and beverage, and other guest services.

An organization's common values, beliefs and practices are known as its organizational culture, and they serve as the basis for how employees interact with one another and how work is carried out (Amin et al., 2024; Schein, 1992). Organizational culture becomes a distinguishing component in

Bangladesh's hospitality sector, where warmth, hospitality and cultural norms are essential to service provision (Khandakar and Deb, 2022). Employee motivation is increased by a positive and customer-focused culture, which improves service delivery (Amin et al., 2024).

TQM refers to a systematic approach to quality improvement that extends across all aspects of an organization. TQM is strategically important in Bangladesh's hotel industry. The fundamental ideals of the regional hospitality sector are in line with TQM concepts such as staff involvement, client focus and continuous improvement. In addition to ensuring that services meet or surpass international standards, TQM adoption helps firms develop a culture of excellence. In the hospitality sector, organizational performance refers to the efficacy and efficiency with which services are provided, including client satisfaction, accuracy, and speed of service. In Bangladesh, where the hospitality industry is a critical contributor to the national economy, operational performance is closely tied to competitiveness.

Recent studies in the Bangladesh hospitality context suggest a close relationship among organizational culture, TQM and organizational performance. Establishments that foster a positive and customer-centric organizational culture and successfully implement TQM principles are more likely to improve operational performance. The alignment of these factors is not only vital for meeting the growing expectations of local and international guests but also for positioning Bangladeshi hospitality businesses as competitive players on the global stage. As the industry continues to evolve, understanding and harnessing the interconnected dynamics of organizational culture, TQM and organizational performance will be crucial for sustained success in the vibrant hospitality sector of Bangladesh.

According to Vrtodušić Hrgović, Milohnić, and Petaković (2024), research on TQM application in the hotel sector is still inadequate, suggesting the need for more research to encourage its acceptance. They argued that adequate TQM implementation is required to achieve sustainability and optimal business performance in luxury hotels. However, some research indicates that TQM techniques have no positive effects on organizations (Oliveira et al., 2019; Duman et al., 2019; Yeung et al., 2006; Yeung and Chan, 1998). Oliveira et al. (2019) attribute such limited effects partly to inadequate understanding and lack of commitment to TQM. Because the findings of previous studies are conflicting, more investigation is needed to ascertain the connection between TQM and organizational performance.

Additionally, continuous improvement requires a corporate culture focused on quality (Sahoo and Yadav, 2017). Even though the relationship between TQM and organizational performance has been widely studied (Vrtodušić Hrgović, Milohnić, and Petaković, 2024), the relationship between TQM and the performance of the hotel business is not well documented (Sin and Jusoh, 2019). Limited research has examined the relationship between TQM, organizational culture, and organizational performance in the context of upscale hotels. Therefore, the current study seeks to examine the relationship between TQM, organizational culture, and organizational performance in the context of upscale hotels in Bangladesh.

2. Objective of the study

The central objective of the study is to examine the relationship between TQM, organizational culture and organizational performance in upscale hotels in Bangladesh. To address this objective, the study examines how TQM and quality-oriented organizational culture are associated with selected performance indicators in the upscale hotel industry, including guest satisfaction, occupancy rates, repeat business, revenue generation and employee satisfaction.

3. Literature Review

3.1 Upscale Hotel Industry

One of the most important segments of the hospitality sector is the hotel sector, where lodging is the main offering. Additionally, there are a variety of amenities in full-service or upscale establishments, such as restaurants, spas, gyms, swimming pools, salons and beauty parlors. Customer or guest satisfaction is central to the value proposition in the hotel industry (Secchi, Roth, and Verma, 2020). Upscale hotel patrons are highly selective in their service encounters. According to previous studies, unexpected superior offerings and the gestures of service personnel are important factors contributing to guest satisfaction at high-end hotels. Guests may choose an upscale hotel over a budget hotel, even if it is more expensive, when they value customized services and a comfortable, home-like atmosphere (Feng et al., 2018). These days, customers are more selective and prefer individualized treatment as well as comfortable surroundings. Upscale hotels are distinguished not only by the luxury they offer or the quality of their personalized services, but also by their premium clientele and their ability to understand and respond to guest preferences. (Chu, 2014).

In the context of upscale hotels in Bangladesh, customer satisfaction and service quality are particularly important because the hospitality sector is highly competitive and depends heavily on direct service encounters. As in many other countries, guest interactions and service delivery play a central role in Bangladesh's hotel sector. The way employees engage with guests, maintain service quality and manage daily operations is influenced by the organizational culture of hospitality companies (Amin et al., 2024). In this context, organizational culture should prioritize teamwork, flexibility, customer-centric values and a commitment to providing high-quality guest experiences (Roldán et al., 2012).

It is also important to consider Bangladesh's cultural and social context, as local expectations of hospitality shape both employee behavior and guest perceptions of service quality. TQM principles are therefore highly relevant to the hotel sector because they emphasize continuous service improvement, customer satisfaction and operational process development (Prajogo and Sohal, 2006). Implementing TQM practices can help reduce errors, streamline procedures and improve service consistency (Boyne, 2002). Therefore, both TQM and organizational culture are important for improving the performance of upscale hotels in Bangladesh.

3.2 Organizational Performance

The extent to which an organization accomplishes its objectives is known as organizational performance. In the 1950s, an organization's effectiveness was the main focus of this concept, which meant that optimal performance was achieved when the expected and actual outcomes were exactly the same. As the corporate environment became more complex, additional financial and non-financial dimensions were added to the concept of performance (Valmohammadi and Roshanzamir, 2015). Conventional financial accounting measurements, such as earnings per share and return on investment, can give only a partial picture of continued innovation and advancement in an organization. It is now commonly acknowledged that a balanced set of financial and non-financial performance measurements is necessary (Cameron and Quinn, 1999). According to Gray and Densten (2005), organizational performance is a multifaceted concept that assesses an organization's standing in relation to internal or external norms. The most widely used concepts for assessing companies are organizational performance and effectiveness (Greenslade and Jimmieson, 2007). In most of the organizational literature, performance is used as a broad concept covering both the achievement of organizational goals and the efficiency with which those goals are pursued.

Academic literature also distinguishes between financial performance, business performance and broader organizational performance (Roldán et al., 2012). According to Greenslade and Jimmieson (2007), job performance can be understood through task performance and contextual performance. Task performance directly supports the technological core of the business and includes the tasks commonly referred to as an employee's job. A thorough job analysis should be used to identify task performance characteristics, which are defined according to role requirements. Task performance is also referred to as role performance (Cadden et al., 2013). On the other hand, contextual performance, also known as extra-role performance, refers to actions that support the broader social environment in which the technical core of the organization operates. It includes voluntary work-related behaviors that fall outside formally prescribed job roles. These behaviors are often more consistent across roles and may include interpersonal, job-task, and organizational support.

In the hotel industry, organizational performance is commonly reflected through service quality, guest satisfaction, employee satisfaction, occupancy, repeat business and revenue generation. These indicators are particularly relevant for upscale hotels because performance depends not only on financial outcomes but also on the consistency and quality of service encounters. The current study assessed organizational performance using effectiveness indicators, which are linked to the achievement of stated objectives.

3.3 Total Quality Management

Organizational performance in both public and private businesses has been shown to be significantly associated with TQM. TQM is an integrated management approach that can be adopted by both public and private organizations. In order to increase customer satisfaction and organizational performance, it promotes a culture of continuous improvement in which successful businesses work to satisfy customers' expectations of quality (Jayaram et al., 2010). According to

Choi and Eboch (1998), TQM is a system of interconnected, collective quality practices connected to organizational performance. Even after TQM has been used extensively for the past 50 years, businesses continue to report uneven results (Jayaram et al., 2010).

Organizations rarely achieve long-term success with several approaches to quality management, including TQM. This is mostly due to problematic organizational culture, which makes it challenging for managers to implement TQM practices (Kaluarachchi, 2010). For TQM to be implemented successfully, cultural transformation is necessary. The critical role of organizational culture in the success of TQM is well acknowledged in the literature. Business and operational firm performance is generally influenced by organizational culture (Amin et al., 2024; Cadden et al., 2013). As a result, both TQM and organizational culture can independently improve overall performance. Nevertheless, limited empirical research has examined the ways in which organizational culture and TQM interact to influence an organization's performance, particularly in the context of upscale hotels. Therefore, this study examines the relationship between TQM, organizational culture and organizational performance by focusing on the correlations among these three broad variables (Roldán et al., 2012).

3.4 Organizational Culture

Organizational culture refers to the shared meanings, values, assumptions and practices through which members of an organization understand their environment and guide their behavior. These shared assumptions are often reflected in stories, language, artifacts, routines and customs that emerge from both individual and collective action. An organization's culture is made up of customs, practices, regulations and institutions that control and limit behavior (Schein, 1992).

Culture can also be understood as the collective mental conditioning that distinguishes one group from another. The core values, assumptions, interpretations and behaviors of an organization are defined by its culture (Cameron and Quinn, 1999). The majority of academics and observers now concur that an organization's culture has a significant influence on its performance and long-term effectiveness. In settings where unity and a shared vision are crucial, strong cultures are linked to constant effort, a clear focus and improved performance. Organizational culture has been found to be one of the primary drivers of improved firm performance, and many writers contend that it is the key to organizational excellence (Uzkurt et al., 2013).

Performance is more influenced by organizational culture than by country culture (Naor et al., 2010). Certain cultural orientations and types are beneficial to performance, according to numerous studies on the relationship between culture and performance (Cameron and Quinn, 1999). Uzkurt et al. (2013) state that while some of these studies examined organizational performance as a multifaceted factor, others looked at how organizational culture affected various performance aspects, such as financial indices, productivity and quality, manufacturing responsiveness, supply chain relationships, profitability and marketing. In addition, based on competing values framework, Tseng (2010) explains that four cultural prototypes, namely hierarchical, rational, entrepreneurial, and team cultures, emerge when organizations are cross classified along two cultural dimensions:

internal versus external focus and flexibility versus stability and control. In the hotel industry, such cultural orientations are particularly relevant because service quality depends heavily on employee attitudes, teamwork, customer orientation and consistency in service delivery.

3.5 Theoretical Framework

The underpinning theory of the study is the Resource-Based View (RBV), developed by Barney (1991). RBV suggests that organizations possess bundles of resources that help explain differences in organizational performance. These resources may be tangible or intangible. Tangible resources include assets, capital and human resources, while intangible resources include skills, knowledge, strategy, information, business processes, reputation, patents and other organizational capabilities that can enhance performance (Runyan et al., 2006). In this study, TQM and organizational culture are treated as intangible organizational resources that may improve the performance of upscale hotels in Bangladesh. The link between TQM and organizational performance has been studied earlier (Vrtodušić Hrgović, Milohnić, and Petaković, 2024), but the association between TQM and hotel performance remains insufficiently documented, particularly in hospitality contexts (Sin and Jusoh, 2019). Moreover, empirical research examining the combined relationship among TQM, organizational culture and organizational performance in upscale hotels remains limited. Therefore, the current study examines these relationships in the context of upscale hotels in Bangladesh.

3.6 TQM, Organizational Culture and Organizational Performance

Organizational theory practitioners and academics have increasingly concentrated on the idea of organizational culture in an attempt to increase organizational effectiveness. A company's performance has frequently been predicted using its organizational culture (Hilman et al., 2020). According to Sigler and Pearson (2000), TQM is a system of connected, cooperative quality practices linked to organizational performance. Organizations employing different quality management techniques, including TQM, may fail to achieve long-term success when such techniques are not supported by an appropriate organizational culture. This is primarily because dysfunctional organizational culture makes it difficult for managers to implement TQM effectively. Business and operational firm performance may be influenced by organizational culture, particularly where culture strengthens employee satisfaction, commitment and loyalty in hospitality organizations (Amin et al., 2024). Because of this, TQM and organizational culture can both contribute to improved overall performance.

TQM may include actions to improve food and drink quality, room hygiene, customer service and employee training in Bangladesh's hospitality sector. These initiatives are essential to preserving satisfying guest experiences and encouraging repeat business. In the hospitality sector, metrics including staff satisfaction, revenue generation, repeat business, occupancy rates and guest satisfaction are used to gauge an organization's effectiveness. These performance metrics can be positively influenced by a well-executed TQM strategy backed by a strong organizational culture (Tseng, 2010). Satisfied patrons are more likely to become loyal customers, write favorable reviews and refer the business to others.

Additionally, motivated and engaged workers improve guest experience and service delivery, which boosts organizational performance even more. Organizational culture, TQM and performance are all intertwined in Bangladesh's hotel sector. Effective TQM implementation is based on an organizational culture that prioritizes consistent guest service, employee empowerment and dedication to continual improvement (Sneyd and Rowley, 2004). Adopting TQM procedures can lead to better service, fewer complaints from customers and more efficient operations (Uzkurt et al., 2013). Higher occupancy rates, more income and a favorable reputation in the sector are all possible outcomes when service quality and operational efficiency improve.

Managers should work to alter the company culture to make it more proactive, risk-taking and forward-thinking in order to achieve both quality and innovation performance (Baird et al., 2011). Customer complaints decreased and product dependability and profitability increased as a result of the combined effects of the “people-oriented” culture factor and the TQM dimensions of customer focus and continuous improvement. TQM entails understanding and implementing quality management concepts and principles in all business domains. All organizational levels, phases and departments must apply quality management principles (Dahlgaard et al., 2002).

A key element of TQM is employee empowerment (Poksinska et al., 2002). It is anticipated that perceptions of empowerment will affect an employee's output in terms of both quantity and quality. Workers are expected to perform better than those without these perceptions if they believe they have an impact on their work, feel that their work is meaningful, have the skills needed to do the job, and have the freedom to choose how to finish their tasks. Empowered employees are therefore more likely to support service quality, problem-solving and customer responsiveness, which are important for hotel performance. Organizational commitment is also a crucial component of a TQM program (Sinha and Dhall, 2020). Greenslade and Jimmieson (2007) define organizational commitment as an individual's level of identification with and involvement in a particular organization.

Although organizational culture is recognized as being important for both TQM and performance, limited empirical attention has been given to the combined relationship among organizational culture, TQM, and organizational performance in the context of upscale hotels in Bangladesh. According to Thuy and Hue (2023), hotels' commercial success is positively influenced by the application of TQM practices. Tari et al. (2017) claim that one of the elements explaining improved performance outcomes in hotels is the degree of QM. In addition, Owusu's (2019) study found that organizational culture in the hotel industry can positively influence the performance of hotels. Similarly, Nikpour (2017) identified that organizational culture has a positive impact on organizational performance. Based on the review of the literature, the following hypotheses are drawn:

H1: There is a positive relationship between TQM and organizational performance in upscale hotels.

H2: There is a positive relationship between organizational culture and organizational performance in upscale hotels.

The conceptual model of the study is informed by the literature review and the hypotheses developed in the earlier sections and is presented in Figure 1. The model shows that organizational performance, the dependent variable, is influenced by TQM and organizational culture. It proposes that both TQM and organizational culture are positively associated with organizational performance in upscale hotels in Bangladesh.

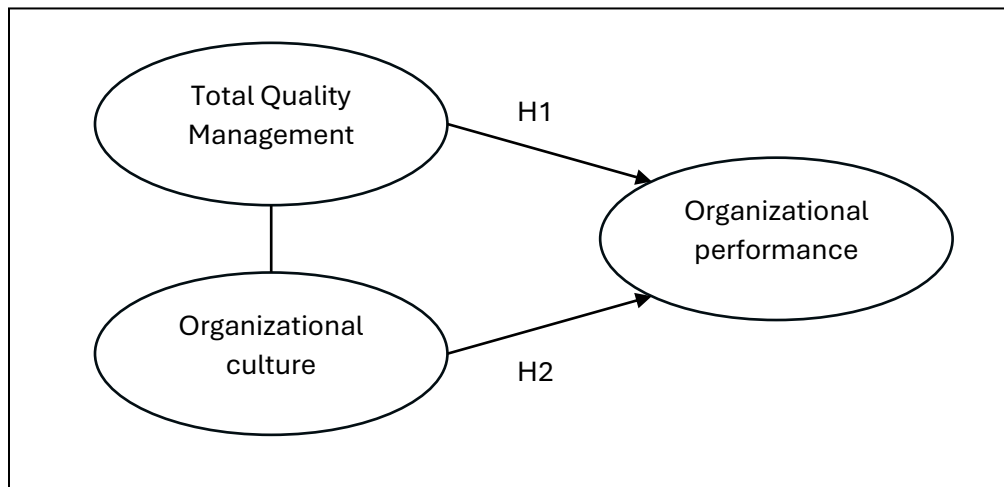


Figure 1: Conceptual Model of the Study

4. Methodology

4.1 Research Design and Data Collection

The research is regarded as descriptive and correlational. The study's objective is to examine how TQM and organizational culture are associated with organizational performance in Bangladesh's upscale hotel sector. Based on a thorough analysis of relevant literature, a self-administered questionnaire was developed to gather data from hotel owners, managers and departmental heads (Kochhar and David, 1996; Barreda et al., 2015; Karadag and Dumanoglu, 2009). The survey was carried out among professionals working in upscale hotels in Bangladesh. There are 21 international luxury hotels in Bangladesh, according to the Bangladesh International Hotel Association (BIHA, 2021; Khandakar and Deb, 2022). The list of 21 upscale hotels is presented in Appendix 1. The unique characteristics of these upscale hotels are simple and convenient booking facilities, prompt and friendly first contact, knowledgeable and helpful staff, well-appointed guest rooms, on-site services, fitness facilities, referral services, social lobby spaces, quality food and beverage facilities, and quick resolution of guest problems.

The data were collected from these 21 hotels with the help of the concerned authorities. Each hotel was contacted separately to facilitate access to the relevant owners, managers and departmental heads. The data collection was conducted from January to March 2026. The questionnaire was

divided into four parts: demographic profile, TQM, organizational culture and organizational performance. The three construct-related sections contained 20 items in total, excluding demographic questions. In the first part, demographic profile-related questions were asked of the respondents. Part 2 focused on questions related to TQM. In Part 3, emphasis was given to organizational culture. Part 4 focused on questions related to organizational performance in upscale hotels. The TQM items were adapted from Talib and Rahman (2010), the organizational culture items from Tepeci (2005), and the organizational performance items from Khandwalla (1977) and Sarwar and Muhammad (2020). The complete measurement items are presented in Appendix 2. All items were measured on a five-point Likert scale to examine the relationship between TQM, organizational culture and upscale hotel performance (Khandakar and Pangil, 2019). A five-point Likert scale was used because it can provide stable mean values and is easier for respondents to complete than longer scales (Dawes, 2008). Moreover, respondents are often confused when a Likert scale has more than five points (Ackfeldt and Coote, 2005).

4.2 Sampling and Sample Size

The data were collected through a convenience sampling method from the 21 upscale hotels operating in Bangladesh. The target population for the study was owners, managers and departmental heads of upscale hotels who have practical knowledge of TQM practices, organizational culture and hotel performance. A convenience sampling approach was followed, as respondents were selected based on their accessibility and their relevance to the research topic. Data were collected face-to-face and through questionnaires sent by email.

The study used G*Power to determine the minimum required sample size because the exact population size was not available (Faul et al., 2009). The a priori power analysis was conducted for linear multiple regression using an effect size of $f^2 = 0.15$, an alpha level of 0.05, statistical power of 0.95, and two tested predictors. The G*Power result indicated a minimum required sample size of 107 respondents, with an actual power of 0.9518 (see Figure 2). Accordingly, a total of 214 questionnaires were distributed among upscale hotel owners, managers and departmental heads to increase accuracy and reduce sampling errors. Of the 148 questionnaires returned, 125 were usable, yielding a usable response rate of 58.41% based on the 214 distributed questionnaires.

4.3 Primary and Secondary Data Sources

As primary sources of information, data were collected from owners, managers and departmental heads of upscale hotels to understand their views on TQM, organizational culture and organizational performance. Telephone communication and email were used to contact and collect data from respondents who were not physically available.

For secondary sources, various websites were used. Besides, other journals and articles related to the research objective were considered. The website of the Bangladesh International Hotel Association (BIHA) was a very helpful source for collecting information on the upscale hotels of Bangladesh. The list of upscale hotels, addresses, and relevant hotel-related information was collected from the BIHA website. Secondary sources are useful for supporting the primary data

because they provide contextual information that has already been documented or used in previous research (Malhotra and Birks, 2007).

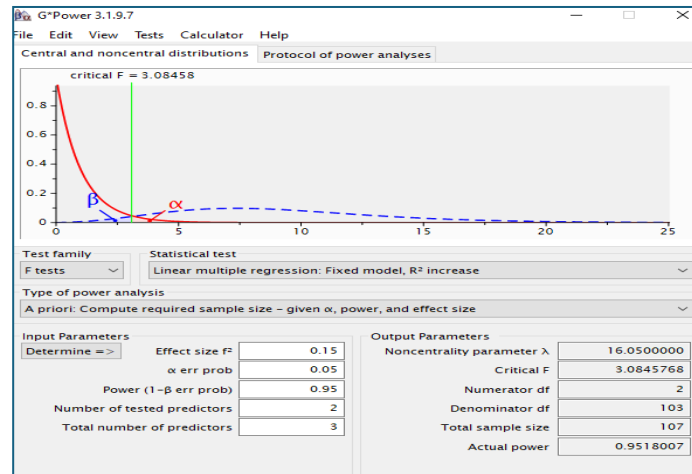


Figure 2: G*Power Analysis for Determining Sample Size (Faul et al., 2009)

4.4 Data Analysis

Collected data were analyzed using the Statistical Package for the Social Sciences (SPSS), Version 26. After descriptive statistics were used to profile the respondents, reliability tests were conducted using Cronbach's alpha. These were followed by exploratory factor analysis using principal component analysis to assess the construct validity of the measurement items. Pearson correlation and multiple regression analyses were subsequently conducted to examine the relationships among TQM, organizational culture, and organizational performance and to test the hypotheses.

5. Findings

5.1 Profile of the Respondents

The demographic profile of the respondents is presented in Table 1. The results show that 92% of the respondents were male, while 8% were female. The majority of the respondents (36%) belonged to the 51–60 years age group. In addition, 30.4% of the respondents belonged to the 41–50 years age group. The majority of the respondents were departmental heads (48%), followed by managers (36%) and hotel owners (16%).

Table 1: Demographic Profile of the Respondents

Respondent Type	Frequency (N)	Percentage (%)
Gender		
Male	115	92
Female	10	8
Age		

Respondent Type	Frequency (N)	Percentage (%)
Up to 40	15	12
41 - 50	38	30.4
51 - 60	45	36
61 and above	27	21.6
Types		
Hotel Owners	20	16
Managers	45	36
Departmental Heads	60	48

5.2 Reliability and Validity

The degree to which the items within a scale measure the same construct is assessed through reliability analysis. The test result indicates the extent to which similar results would be reproduced if the research were repeated under similar conditions. It mainly assesses the consistency of results across time and respondents, as well as the extent to which the items consistently measure the same concept (Malhotra, Schuler and Boender, 2002; Cronbach, 1951). In this study, Cronbach's alpha was used as a measure of reliability. If a Cronbach's alpha value is greater than .70, then it is considered fairly reliable (Shemwell, Chase and Schwartz, 2015; Taber, 2018). According to the results of this study, the scales have acceptable to strong internal reliability, as Cronbach's alpha for organizational performance is .868, for TQM is .716, and for organizational culture is .768, all of which are greater than .70.

Table 2: Outcome of Reliability Analysis

Variable	No. of Items	Cronbach's Alpha
Organizational performance	5	.868
TQM	9	.716
Organizational culture	6	.768

5.3 Exploratory Factor Analysis

Exploratory factor analysis using principal component analysis was conducted in this study to assess construct validity and examine the underlying structure of the measurement items. First, to assess the suitability of the data for factor analysis, the Kaiser–Meyer–Olkin (KMO) measure of sampling adequacy was calculated. Hair et al. (2019) state that a KMO value of .50 or above is the minimum acceptable level. The number of factors to retain was determined using the latent-root criterion, under which factors with eigenvalues greater than 1 were considered significant. Following Hair et al. (2019), item loadings of .50 or above were considered acceptable.

Table 3: Exploratory Factor Analysis Results

Total Quality Management	Loadings	Organizational culture	Loadings	Organizational performance	Loadings
TQM1	.634	OC1	.599	OP1	.686
TQM2	.533	OC2	.749	OP2	.727
TQM3	.714	OC3	.691	OP3	.708
TQM4	.585	OC4	.618	OP4	.594
TQM5	.677	OC5	.628	OP5	.637
TQM6	.580	OC6	.633		
TQM7	.595				
TQM8	.690				
TQM9	.644				
KMO	.706	KMO	.787	KMO	.751
Eigenvalues	3.008	Eigenvalues	2.907	Eigenvalues	3.299
Total variance explained (%)	33.42	Total variance explained (%)	48.45	Total variance explained (%)	65.98

TQM was measured using nine items, organizational culture using six items, and organizational performance using five items. As shown in Table 3, the KMO values were .706 for TQM, .787 for organizational culture, and .751 for organizational performance, all of which exceeded the minimum recommended value of .50. All item loadings were also greater than .50. The reported eigenvalues were 3.008 for TQM, 2.907 for organizational culture, and 3.299 for organizational performance. The factor solutions accounted for 33.42% of the variance in TQM, 48.45% in organizational culture, and 65.98% in organizational performance.

5.4 Correlation and Regression Analysis

Table 4 presents the outcome of Pearson correlation analysis (two-tailed) and shows that all correlations among the variables are significant. The test results show that TQM and organizational performance are significantly correlated ($r = .728$). Similarly, organizational culture and organizational performance are significantly correlated ($r = .596$) at the 0.01 level of significance. Based on the correlation analysis, both independent variables are significantly and positively associated with organizational performance. Therefore, the correlation results provide initial support for Hypothesis 1, which proposes a positive relationship between TQM and organizational performance, and Hypothesis 2, which proposes a positive relationship between organizational culture and organizational performance in upscale hotels.

Table 4: Outcome of Correlation Analysis

Pearson Correlation Analysis				
		Organizational culture	Total Quality Management	Organizational performance
Organizational culture	Pearson Correlation	1	.620**	.596**
	Sig. (2-tailed)		.000	.000
	N	125	125	125
Total Quality Management	Pearson Correlation	.620**	1	.728**
	Sig. (2-tailed)	.000		.000
	N	125	125	125
Organizational performance	Pearson Correlation	.596**	.728**	1
	Sig. (2-tailed)	.000	.000	
	N	125	125	125

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

In Table 5, the value of the multiple correlation coefficient is $R = .751$, which indicates an overall strong positive relationship between TQM, organizational culture and organizational performance in upscale hotels. Moreover, the value of R Square is .564, which indicates that approximately 56.4% of the variance in the performance of upscale hotels in Bangladesh is explained by TQM and organizational culture. The remaining 43.6% may be explained by other related factors that contribute to variation in upscale hotel performance in Bangladesh.

Moreover, the Durbin-Watson statistic was applied to evaluate the independence of the error terms. The Durbin-Watson statistic is shown in the model summary of the regression. A Durbin-Watson value between 1.50 and 2.50 generally indicates that the independence of error terms is not violated. In this study, the Durbin-Watson statistic is 1.612, which lies within the acceptable range of 1.50 to 2.50.

Table 5: Model Summary: Regression and Durbin-Watson Analysis

Model ^b	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.751 ^a	.564	.557	.45026	1.612

a. Predictors: (Constant), Total Quality Management, Organizational culture

b. Dependent Variable: Organizational performance

The ANOVA results for the regression model are presented in Table 6. The regression sum of squares is 30.817, while the residual sum of squares is 23.719. This indicates that the model explains a substantial part of the variation in organizational performance. Furthermore, the F value indicates whether the overall regression model is statistically significant. In this study, the model is significant,

F = 75.760, $p < .001$, suggesting that TQM and organizational culture jointly explain a significant proportion of the variance in organizational performance.

Table 6: ANOVA Result for Regression Model

Model ^a		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.817	2	15.458	75.760	.000 ^b
	Residual	23.719	122	.203		
	Total	54.437	124			
a. Dependent Variable: Organizational performance						
b. Predictors: (Constant), Total Quality Management, Organizational culture						

Table 7 shows that TQM ($\beta = .582$, $t = 7.488$, $p < .001$) has a significant positive relationship with the performance of upscale hotels. Therefore, Hypothesis 1 is supported. In addition, organizational culture ($\beta = .235$, $t = 3.024$, $p = .003$) has a significant positive relationship with the performance of upscale hotels in Bangladesh. Therefore, Hypothesis 2 is supported.

Table 7: Unstandardized and Standardized Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.016	.347		.046	.963
	Organizational culture	.253	.084	.235	3.024	.003
	Total Quality Management	.828	.111	.582	7.488	.000

Table 8 presents tolerance values and VIF scores to assess multicollinearity. Tolerance values range between 0 and 1. A value of 0 signifies that the variable is completely correlated with other predictors, and a value of 1 indicates that the variable is uncorrelated. According to the rule of thumb of Hair et al. (1998), the standard threshold value of VIF is 10. The current study satisfies the threshold value of VIF suggested by Hair et al. (1998). Any value that is lower than the cutoff point signifies that multicollinearity is not a major concern for the study. Moreover, in this study, no value of VIF is larger than 10. Hence, multicollinearity is not a major concern in the current study.

Table 8: Collinearity Statistics

Model ^a		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)	-	-
	Organizational culture	.616	1.624
	Total Quality Management	.616	1.624

a. Dependent Variable: Organizational performance

6. Discussion

The current study aimed to examine the association between TQM, organizational culture and organizational performance in upscale hotels in Bangladesh. The findings show that TQM is significantly and positively linked to the performance of upscale hotels, which is also supported by previous studies (Choi and Eboch, 1998; Uzkurt et al., 2013; Thuy and Hue, 2023). The findings suggest that when TQM practices are embraced, they can result in improved service quality, reduced guest complaints and streamlined operations (Uzkurt et al., 2013). This, in turn, may contribute to enhanced organizational performance, including higher occupancy rates, increased revenue and a positive reputation in the industry. The findings also show that organizational culture is positively and significantly associated with the performance of upscale hotels in Bangladesh, which is also supported by Gebiril Taha and Espino-Rodríguez (2020). The findings suggest that a strong organizational culture that values customer satisfaction, employee engagement and service excellence is more likely to support better hotel performance.

In the context of upscale hotels, this relationship is particularly important because service performance depends not only on formal procedures but also on the consistency with which employees translate quality standards into guest-facing practices. TQM provides the formal system for monitoring, improving and standardizing service processes, while organizational culture shapes employees' willingness to follow, adapt and internalize those standards (Prajogo and McDermott, 2005; Valmohammadi and Roshanzamir, 2015). Therefore, the positive association found in this study suggests that TQM practices may be more effective when they are supported by a culture that values customer satisfaction, employee involvement and continuous improvement. This is consistent with evidence from Bangladesh's hospitality sector showing that supportive organizational culture can strengthen employee satisfaction, loyalty, and commitment (Amin, Khandakar and Akata, 2024). For upscale hotels in Bangladesh, where guests often expect personalized service, rapid problem resolution and reliable service quality, the combination of TQM and a supportive organizational culture can strengthen both operational efficiency and guest experience (Secchi, Roth, and Verma, 2020; Tari et al., 2017).

The link between TQM, organizational culture and organizational performance in the hospitality industry is complex and dynamic. Theoretical models in this context emphasize the importance of combining TQM with a supportive culture that engages employees and prioritizes customer satisfaction (Prajogo and McDermott, 2005; Baird et al., 2011). The findings of this study also indicate that the alignment between organizational culture and TQM principles is important for understanding hotel performance. Theoretically, the findings point to the need for an organizational culture that values quality, continuous improvement and a customer-centric approach (Valmohammadi and Roshanzamir, 2015). This alignment can lead to enhanced performance. The managerial implications of this study are that, because the hospitality industry is highly customer-focused, a culture that emphasizes customer needs and encourages employees to respond consistently to those needs can support improved organizational performance (Amin et al., 2024). TQM emphasizes measurement and feedback mechanisms. The findings therefore highlight the

importance of integrating TQM with a culture that supports data-driven decision-making, feedback and continuous monitoring of upscale hotel performance (Tari et al., 2017).

7. Conclusion

In the hospitality industry in Bangladesh, the relationship among TQM, organizational culture and organizational performance is important for sustained hotel performance. The association between TQM, organizational culture and organizational performance is also consistent with the Resource-Based View (RBV), developed by Barney (1991), as TQM and organizational culture can be understood as intangible organizational resources that contribute to performance. TQM, when combined with organizational culture, provides a structured framework for continuous improvement. When TQM principles are integrated into the organizational culture, they foster a commitment to quality and excellence. Organizational culture sets the tone for how employees approach their work and interact with guests. In upscale hotels, where service quality is paramount, a positive and customer-centric culture is crucial. This synergy between organizational culture and TQM can support upscale hotel performance. A culture that values quality, customer satisfaction and employee engagement, as promoted by TQM, translates into enhanced service delivery, increased guest satisfaction and ultimately improved financial and operational performance. Overall, the findings suggest that TQM practices and a supportive organizational culture are both important for strengthening service quality, operational performance and competitiveness among upscale hotels in Bangladesh.

Even though the present study contributes to the literature on TQM, organizational culture and upscale hotel performance, it is not free from limitations. Firstly, the study was based on a cross-sectional survey design, as the information was collected at a single point in time. Hence, future researchers are encouraged to conduct longitudinal studies. In addition, the current study relied on correlation and multiple regression analyses using SPSS Version 26. Future studies could use Structural Equation Modeling (SEM) as an advanced statistical framework to test more complex relationships among TQM, organizational culture, other relevant variables and upscale hotel performance. Secondly, the current study was conducted in upscale hotels in Bangladesh, which represent one important segment of the hospitality industry. Further research can be conducted across the wider hospitality industry to provide more meaningful outcomes. Further research can also be conducted in different types of manufacturing and service sectors, such as the IT sector, the garment sector, and other industries. Finally, the current study considers TQM and organizational culture, whereas future studies could include other organizational and HRM-related variables, such as employee commitment, training, empowerment, leadership style and service innovation, to provide a broader understanding of upscale hotel performance.

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Conflicts of Interest

The authors declare no conflict of interest.

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Appendix 1: The List of 21 Upscale Hotels

No.	Name of Upscale Hotels	Address
1	The Westin Dhaka	Main Gulshan Avenue, Plot # 1, Road # 45, Dhaka 1212
2	Pan Pacific Sonargaon	107 Kazi Nazrul Islam Avenue, Dhaka 1215
3	Le Méridien Dhaka	79/A Commercial Area, Airport Road, Dhaka 1229
4	Hotel Sarina	Plot # 27, Road # 17, Banani C/A, Dhaka 1213
5	Hotel la Vinci Ltd.	54 Kawran Bazar Road, Dhaka 1215
6	Amari Dhaka	House # 47, Road # 41, Dhaka 1212
7	Hotel The cox Today	Suvastu Madhobilota, House # 67, Road # 17, Dhaka 1212
8	Ascott The Residence	House # 13, Road # 8, Baridhara Diplomatic Zone, Dhaka 1212
9	Maple Leaf Hotel & Resorts Ltd.	Plot # 1B, Road # 1, Dhaka 1230
10	Radisson Blu Dhaka Water Garden	Airport Road, Dhaka Cantonment, Dhaka 1206
11	Hotel Purbani Int. Ltd	1 Dilkusha, Dhaka 1000
12	Crowne Plaza Dhaka Gulshan	6A North Avenue Commercial Area, Gulshan, Dhaka 1212
13	The Way Dhaka	10/B/2, Road 54/B, Gulshan 2, Dhaka 1212
14	Ascott Palace	Baridhara Diplomatic Zone, Road # 06, House # 14, Block K, Dhaka 1212
15	Lakeshore Hotel Gulshan	46, Road # 41, Gulshan, Dhaka 1212
16	Six Seasons Hotel	Asha Concord, House # 19. Road # 96, Guishan 2. Plot # 7, Block # NW(J), Road # 51, Dhaka 1212
17	Zabeer Hotel International	House # 1, Road # 2, Uttara Model Town, Dhaka 1230
18	Renaissance Dhaka Gulshan Hotel	78 Gulshan Avenue, Gulshan, Dhaka 1212
19	Holiday Inn Dhaka City Centre	23 Shahid Tajuddin Ahmed Sharani, Tejgaon, Dhaka 1208
20	InterContinental-Dhaka	1 Minto Road, Dhaka 1000
21	Rose Mew Hotel	I/A, Road # 23, Gulshan # 1, Dhaka 1212

Appendix 2: Measurement Items for Study Constructs

Items used to measure Total Quality Management (Adapted from Talib and Rahman, 2010)

- 1 The leadership of your organization is highly involved in improving the overall quality of the organization.
- 2 Your organization places a strong focus on customers' needs and customer satisfaction.
- 3 Your organization gives considerable attention to the training, education and empowerment of employees.
- 4 Your organization consistently focuses on continuous improvement and innovation in service quality.
- 5 Your organization selects quality suppliers who can help improve service quality.
- 6 Your organization involves employees in quality improvement, decision-making, problem-solving and the financial success of the organization.
- 7 Your organization provides rewards, appraisals and recognition to employees to enhance the delivery of services to customers.
- 8 Your organization has a benchmark that provides a target for improving performance.
- 9 Your organization focuses on continuous feedback and quality information and measures the results obtained from customer surveys.

Items used to measure Organizational Performance (Adapted from Khandwalla, 1977; Sarwar and Muhammad, 2020)

- 1 Your hotel has higher sales growth prospects than its direct competitors.
- 2 Your hotel's employees have higher productivity than those of its direct competitors.
- 3 Your hotel has stronger goodwill than its direct competitors.
- 4 Your hotel provides better-quality products or services than its direct competitors.
- 5 Your hotel has higher employee morale than its direct competitors.

Items used to measure Organizational Culture (Adapted from Tepeci, 2005)

- 1 Your organization places a high value on customers and service quality.
- 2 Your organization values results orientation.
- 3 Your organization places importance on teamwork and team orientation.
- 4 Your organization focuses on honesty and people orientation as important elements of organizational success.
- 5 Your organization emphasizes innovation and employee development.
- 6 Your organization provides fair compensation to its employees.