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## Influence of quality on employee results: the case of rural accommodations in Spain

María de la Cruz Del Río-Rama<sup>a</sup>, José Álvarez-García<sup>b</sup>, Margarida Saraiva<sup>c</sup> and António Ramos-Pires<sup>d\*</sup>

<sup>a</sup>Business Organisation and Marketing, Facultad de Ciencias Empresariales y Turismo, University of Vigo, Orense, Spain; <sup>b</sup>Accounting and Financial Economy Department, Facultad de Empresa, Finanzas y Turismo, University of Extremadura, Cáceres, Spain; <sup>c</sup>Department Margarida Saraiva: Management Department, University of Évora and BRU-UNIDE/ISCTE-IUL, Évora, Portugal; <sup>d</sup>Polytechnic Institute of Setúbal, Setúbal, Portugal

Few studies have analysed the effect of the critical factors of quality results on employees in the services sector and, more specifically, in the tourism sector. This work studies the rural accommodation sector in order to provide facility managers with the critical factors on which to focus their efforts towards increasing their employee results/satisfaction. The data obtained from 100 rural accommodations in Spain are analysed and each of the measurement scales used are validated by exploratory and confirmatory factor analysis. The theoretical model proposed to analyse the relationship is estimated by applying Structural Equation Modelling. The research reveals that the factors to which greater attention should be paid in order to enhance employee results/satisfaction are quality policy and strategy and processes management, the latter being the criterion through which the rest of the critical factors perform. The greatest total effect derives from quality policy and strategy and leadership, and indirect effect via the rest of the criteria.

**Keywords:** critical factors; employee results; rural accommodations; Spain; TQM

### 1. Introduction

In the current context, firms understand total quality management (TQM) as a strategy to be used in order to obtain and maintain a competitive advantage (Yang, 2006; Talib, Rahman, & Qureshi, 2013), as well as a way to manage their companies. This enables them to achieve a greater efficiency in their operations and, therefore, increased performance (ALNasser, Yusoff, & Islam, 2013; Chang, Chiu, & Chen, 2010; Chapman & Al-Khawaldeh, 2002; Zhang, Waszink, & Wijngaard, 2000). In this sense, the research carried out in recent years demonstrates the benefits of implementing a System of Quality Management: increased market share (Cole, 1992; Mak, 2011), reduced manufacturing costs (Chin & Sofian, 2011), improved productivity (Anderson, Rungtusanatham, Schroeder, & Devaraj, 1995; Antony, Leung, Knowles, & Gosh, 2002; Garvin, 1983; Hasan & Kerr, 2003; Oakland, 1989) and improved strategic performance (Al-Tarawneh & Ahmad, 2010; Zhang, 2000), among others. There are many benefits provided by the implementation of TQM, but we must also keep in mind that it presents weaknesses in practice (Dahlgaard, Chen, Jang, Banegas, & Dahlgaard-Park, 2013).

In the last decade, human resources in the TQM field has become a topic of great interest (Cruickshank, 2000) and nobody puts in doubt today that employees are a basic pillar which

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\*Corresponding author. Email: antonio.pires@estsetubal.ips.pt