Investigate the Internalization Effect on the Profit Obtained Through the Implementation of Quality Management Tools (Case Study: Kermanshah and Sanandaj city hotels)

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Abstract. This study aimed to investigate the internalization effect of the benefit obtained through the implementation of quality management tools. In this study statistical society included all employees in the hotels in Kermanshah and Sanandaj. Statistical sample included 138 samples was selected by Cochran formula. Sample selection process sufficient is number of members of the statistical community. Research method is a survey. Given the nature of research in this study, stratified sampling and on each floor of randomly used. To collect data for analysis from the 29-item questionnaire was used. After taking into account the reliability and validity of measurement and data collection, findings showed that the quality management internalization has positive and significant impact on domestic benefit. Quality management internalization at the hotels was effective and significant foreign benefit. Quality management internalization has significant positive impact on domestic benefit. Internal motivation has positive and significant effect on the hotel's quality management internalization. External motivation has positive and significant impact on internal management internalization.

Keywords: Internalization, management of quality, benefit

1. INTRODUCTION AND EXPRESSION PROBLEM

Quality management is a new debate in the field of manufacturing and services (Kenneth, 2005). It also comes back to the beginning of history, but a new concept of quality is a product of the 20th century. Quality management means the supervision of the manufacturing process for the product to ensure the product conforms to the designer or customer idea. This includes monitoring of receiving and ordering raw materials to after-sales service. Thus range of activities is included (ISO 9001, 1994). Including activities related to the management of quality assurance and quality control (Luis et al., 2007).

Nowadays quality management includes not only production but also the services and government services. Organizations in order to improve the effectiveness of their services select quality management system according to ISO 9001 series with emphasis on continuous improvement of work processes. But if the recovery process and even review them is not in the form of an obligation widespread and does not seem achievable in practice. General system must have an internal change management approach that will improve the quality of processes (Christopher, 1991).

Due to the fact it can be said, one of the factors that increase the quality of management in service organizations is a wise, well-informed and influential manager in organization in addition to interoperability with the changes themselves will change. For the development of the organization to the changes that are conducive to interaction and knowledge reconstruction, systematically encouraged and support (Dilani et al., 2009).

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As with many management thinkers of the third millennium as an era of knowledge, learning and knowledge-based economy and brains to replace software economy and capital-intensive users know and believe that knowledge is a key source of value and wealth for a nation-wide level and at the micro level for an organization. Knowledge management means access to systematic and scientific assets, so that when you need the people who need them; so that they can be more efficiently and effectively carry out their daily work. Knowledge management encompasses a range of strategies and solutions to identify, create, represent, distribute and implement the vision and experience of the organization (Cassette, 2005).

But managers have the knowledge-based workers should try to adapt with the latest knowledge. Because most valuable resources, knowledge workers which leads to quality services. Manager through changes in the organization and preservation of the territory, to develop more effective areas of scientific thought in the future (French and Bill, 2003).

So far 26 models about knowledge management were presented by different scientist and institutes that most of them in terms of content are similar to each other, but the words and phases are different orders. Of these models, Nonaka and Takeuchi model of explaining how knowledge is one of the best models (Afrazeh, 2005). In this model for internalization, explicit knowledge is inherent to the organization. Person will study new knowledge and learn to work with it and when the new explicit knowledge is distributed, people are starting to internalize it. For example, when the head of the financial affairs of the creative method is used to control and share documents and written in the proposed directive, other people use it and utilize their tacit knowledge and the skills to do are add it to work. Thus, according to the definitions and the content expressed, in this project is an attempt to use the model of Nonaka and Takeuchi the internal evaluation of quality management in the city of Kermanshah and Sanandaj hotels and guest houses go and the effect of the internalization of the benefits mentioned assay results service.

REVIEWS OF THE HISTORY OF RESEARCH

Research results Taher Khani and Fathizadeh (2012) showed that the average of four lead indicators and three indicators of systemic approach was below average and only average index almost equal to the average and ultimately users according to their quality management practices in the study population was observed significantly low.

In an article entitled "The appropriate model of Total Quality Management in University Libraries martyr Beheshti" research results of the eight principles of ISO 9000, showed that most of the process approach and the lowest percentage of employees dedicated to the principle of participation and now, possibility proper utilization of the Total Quality Management in University Libraries martyr Beheshti did not exist, and this requires appropriate infrastructure.

Research results Mozaffari et al. (2012) showed that the pattern of his proposal to create components such as hospital and pre-hospital emergency coordination unit, message center with police and ... Can enhance the success of Total Quality Management, creating a self-assessment and evidence-based approach and the participation of more and more.

IranZadeh, 2012, according to the average results obtained from the expectations and perceptions of the tangible and credit, the sample can be generalized to the population and the size of accountability and assurance and empathy, the sample cannot be generalized to the population.

Safari, 2012, results obtained of this study indicate that among the services expected by clients and services provided to them by the government office counter services, in all five dimensions of service quality gap, and the relative importance of each dimension as well as reliability as the most important dimension of empathy
as the least. On the other hand most of the gap between expectations and perceptions about the response and the lowest gap in this area is empathy concerned.

In other research under internalization quality management in service organizations that have been in the hotel industry in Spain, author of the article explores the internalization of quality standards in the hotel industry pays and the relationship between internal measures of benefit, QM tools and motivation using partial least squares method in the context of structural equation modeling studies. The results of this study show that hotels more internalized standard is likely to be driven by intrinsic motivation, develop and to acquire more benefits than lower-class hotel (Giovanni et al, 2014).

Results of article George, 2012 is to develop a model that combines AHP and QFD and is obtained six criteria for resource development bank and satisfy customer needs.

In Bi study, 2012 model based on customer satisfaction index (CSI), using structural equation modeling approach using partial least squares (PLS) has been studied. Data using from customer 239 respondents were analyzed in the bank.

**RESEARCH HYPOTHESIS**

- Quality management internalization has positive and significant effect on domestic profits.
- Quality management internalization has positive and significant impact on foreign profits.
- Quality management internalization has quality management is the use of tools.
- Firms’ intrinsic motivation has a positive and significant effect on the quality of its internal management.
- Motivated by external agencies has a significant positive effect on the quality of its internal management.

**RESEARCH METHODOLOGIES**

Accordingly study of the target application and the data collection methods research is descriptive. In this study, the library method to collect information in the field of literature and literature were used. By reading books, articles and other research scholars and search on the Internet, information will be collected and since it is a descriptive study, like many other descriptive studies, to collect the required information from the questionnaires will be used to test hypotheses and after confirming the validity by experts, will be distributed among the sample. Research place was territory hotels, the city of Kermanshah and Sanandaj. Data for this study were collected in the winter of 2014. The method is simple random sampling.

To test the hypothesis, the Pearson correlation, regression is used. So that first made a list of selected hotels and staff members will be randomly selected from among the participants. In this research, since the population has been limited, so in this study the following formula is used to determine the sample size.

\[
 n = \frac{NZ_{\alpha}^2 pq}{\varepsilon^2(N - 1) + Z_{\alpha}^2 pq} = \frac{460 \times 1.96^2 \times 0.5 \times 0.5}{0.07^2 (460 - 1) + 1.96^2 \times 0.5 \times 0.5} = 441.8 = 138
\]

**Research conceptual model**

According to research literature can be formed conceptual model of the research is as follows:
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A) Test hypotheses and questions
First question: does internalization of quality lead to internal benefit?

Table 1. Output Pearson correlation coefficient between the internal quality management and internal profits.

<table>
<thead>
<tr>
<th>Internal profit</th>
<th>Correlation coefficient</th>
<th>Quality management internalization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal profit</td>
<td>0.804</td>
<td>0.00</td>
</tr>
</tbody>
</table>

According to Table (1) and the sig=0.000 is obtained between the inner quality management and internal profits at a confidence level of 0.05 there is a significant relationship. Given the correlation of 0.804, extremely strong correlation between the variables evaluated.

The second question: does internalization of quality lead to external benefit?

Table 2. Output Pearson correlation coefficient between the second questions.

<table>
<thead>
<tr>
<th>Quality management internalization</th>
<th>external profit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation coefficient</td>
<td>0.716</td>
</tr>
<tr>
<td>(Sig) significant level</td>
<td>0.00</td>
</tr>
</tbody>
</table>

According to Table (2) and the sig=0.000 is obtained between the internal variables of quality management and foreign profits, there is a significant relationship with a confidence level 0.01. Also, due to the correlation between these two variables, the correlation between the variables 0.716 severe intensity is evaluated.

The third question: does internalization of quality lead to using quality management tools more?
Table 3. Output Pearson correlation coefficient between the inner and more use of quality management tools of quality management.

<table>
<thead>
<tr>
<th>using quality management tools more</th>
<th>Quality management internalization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation coefficient</td>
<td>0.436</td>
</tr>
<tr>
<td>(Sig) significant level</td>
<td>0.00</td>
</tr>
</tbody>
</table>

According to the table (3) and the sig=0.000 is obtained between the inner and use of quality management tools, quality management, there is a significant level of 0.05 relationship. According to the 0.436 Solidarity, the intensity is moderate correlation between these variables.

The fourth question: does internal motivation of employees in the hotels lead to quality management internalization?

Table 4. Output Pearson correlation coefficient between the fourth questions.

<table>
<thead>
<tr>
<th>Quality management internalization</th>
<th>Internal motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation coefficient</td>
<td>0.852</td>
</tr>
<tr>
<td>(Sig) significant level</td>
<td>0.00</td>
</tr>
</tbody>
</table>

According to the table (4) and the sig=0.000 obtained that the internal motivation and internal variables of quality, there is a significant relationship with a confidence level 0.05. Also, due to the correlation between these two variables, the correlation between the variables 0.852 severe intensity is evaluated.

The fifth question: does an external motivation hotel lead to the quality management internalization?

Table 5. Output Pearson correlation between variables the fifth question.

<table>
<thead>
<tr>
<th>Quality management internalization</th>
<th>External motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation coefficient</td>
<td>0.669</td>
</tr>
<tr>
<td>(Sig) significant level</td>
<td>0.00</td>
</tr>
</tbody>
</table>

According to the table (5) and the sig=0.000 is obtained between the outer and inner motivation variables of quality, at a confidence level of 0.05 there is a significant relationship. Also, due to the correlation between these two variables is 0.669 correlation intensity between the intermediate variables.

B) Structural equation modeling for conceptual research

In the structural equation model data compliance and conceptual model to study whether the fit is right and on the other hand, this model has significant relationships were tested. Appropriate fit indices of the model include \( \chi^2/df \), GFI, CFI and RMSEA. In this section, according to the conceptual model, structural equation model of the effects of internal factors, external and internal motivation, external and internal benefits, the use of quality management tools provided.

As in Figure 2 is observed in the study of the structural model, the latent variables relations, internal and external (independent and dependent variables lies) are considered. Here the goal is to determine whether the theoretical relationship between the variables considered in the development of the conceptual framework has
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been achieved, has been confirmed by the data or not. In the confirmatory factor analysis, and charts the path (standard and significant weight coefficients) is a research conceptual model (Figure 2)

<table>
<thead>
<tr>
<th>Standard model</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1.png" alt="Diagram" /></td>
</tr>
<tr>
<td>Chi-square=9.36 , df =4 , P-Value=0.05262, RMSEA=0.074</td>
</tr>
</tbody>
</table>

**Figure 1.** Structural equation modeling standard coefficients.

<table>
<thead>
<tr>
<th>Estimated model (non-standardized)</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image2.png" alt="Diagram" /></td>
</tr>
</tbody>
</table>

**Figure 2.** Structural equation modeling standard coefficients.

<table>
<thead>
<tr>
<th>Estimated model(T-value)</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image3.png" alt="Diagram" /></td>
</tr>
</tbody>
</table>

**Figure 3.** Structural Equation Model T-value coefficients.
It should be noted that the various criteria to determine the fitness of a structural equation model are GFI and RMSEA indices of the best and most notably can be enough, to determine the fitness of a structural equation model. RMSEA ≤ 0.10 indicates that this model is an acceptable fit to the data of the real world. In this study, 0.074 RMSEA =, 0.96 GFI = respectively. The research model of fitness is required and approved its totality because GFI RMSEA less than 10% and more than 90 percent.

In triple diagrams 2, 3, 4, structural equation modeling relationships between variables is shown. In the structural equation variables explain two kinds of direct and indirect relationships. As seen in the diagram T Value in both the direct and indirect effects, all relationships have been confirmed, because none of them value not less than 2. In two other diagrams and estimated regression coefficients, standard (non-standard) and T Value structural equation is presented. In the regression coefficients, standard, in fact, measures all variables measured, regardless of how they are presented on the basis of a common scale. However, the estimated coefficient according to different scales of measurement, data and more information for decision-making is in the hands of the administrators.

In Table 6, indicators relating to the model shown in the research conceptual model are indicative of a good fit, in other words, according to the research conceptual model of the experimental variables could predict it.

### Table 6. Indicators fitness model.

<table>
<thead>
<tr>
<th>Lizrel output</th>
<th>Accepted range</th>
<th>Model fitted index</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.34</td>
<td>&lt; 5</td>
<td>$\chi^2/df$</td>
</tr>
<tr>
<td>0.05972</td>
<td>&gt; 0.05</td>
<td>p-value</td>
</tr>
<tr>
<td>0.074</td>
<td>&lt; 0.1</td>
<td>RMSEA</td>
</tr>
<tr>
<td>0.96</td>
<td>&gt; 0.9</td>
<td>GFI</td>
</tr>
<tr>
<td>0.97</td>
<td>&gt; 0.9</td>
<td>CFI</td>
</tr>
</tbody>
</table>

**CONCLUSION**

Results of this research show that at the hotels studied, with the increasing internalization of quality management, the benefits achieved increases and the use of tools and quality management practices and more. As well as internal and external motivation of employees, helps to increase the level of internalization of quality management. These results with the results of other authors who have studied the integration of ISO standards is consistent. When the hotel staffs are motivated by internal managers should implement quality standards on a daily basis so that the standards become part of everyday health care organizations. As a result, ways and means to fully implement quality standards is the result of this and this is a virtuous cycle of increasing benefits a hotel. Organizations that have more internalization, quality management tools are used more like; further development of training (with training learn how to develop their experiences and how these experiences are documented.) Documentary ideas to attract customers, customer surveys to assess the quality of service, improve service quality and performance to enhance customer satisfaction. The main thing to the success of sustainable services, service quality is better. In order to increase service quality, quality management standards should be used in hotels, and these standards must be internalized by staff and according to the results of this research, the most important factor influencing internal quality standards, staff motivation is to implement these standards.
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