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## Dependency relationships between critical factors of quality and employee satisfaction

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The literature has paid very little attention to the effects of the critical factors of quality on employee satisfaction in the tourism context. Therefore, the aim of this study is to examine these relationships among tourist accommodation enterprises considering the perception of quality managers. A theoretical model together with the hypotheses to be contrasted is proposed and it is validated by the technique of structural equation models. The target population of the study is made up of tourist accommodations certified with 'Q for Quality' in Spain. The structural equation model provides evidence that the critical factor antecedents of employee satisfaction are process management and quality policy and planning; the latter criterion has a greater influence. The study also found that leadership is an important factor for obtaining results from employees through the rest of the variables that make up the model and employee satisfaction promotes learning within the organisation.

**Keywords:** quality management; 'Q for tourist quality'; results of the employees; structural equation model

### 1. Introduction

Implementing Quality Management Systems (QMSs) is one of the practices that has been having wider dissemination in recent years in tourism industry enterprises, 'quality has achieved a significant renaissance, as organizations recognize that it is the key to achieving sustained long-term competitive advantage' (Oakland, 2005). This diffusion of QMSs has mainly been supported by the improvement obtained in the efficiency of their processes and business performance (Kaynak, 2003). In the literature on Total Quality Management (TQM) considering TQM as an approach to improve the efficiency and flexibility of companies as a whole (Dahlgaard-Park, 2011), the concept firm performance is a multidimensional concept and is understood in terms of improvement in quality results (customer satisfaction, employee satisfaction and service quality), improvement in operating results and improvement in financial results.

To date, numerous studies have analysed the effect of quality management on business performance (Baird, Hu, & Reeve, 2011; Flynn, Schroeder, & Sakakibara, 1995; Kaynak, 2003; Sila, 2007) finding a positive effect, but other studies have not found this relationship (Lo, Yeung, & Cheng, 2011). The empirical findings are mixed and thus no

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