

The Effects of Total Quality Management Practices on Corporate Social Responsibility using Supply Chain Model: A Review of Malaysian Hotel Industry

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Abstract — This The purpose of this paper is to investigate the impact of total quality management practices on corporate social responsibility in Malaysian hotels using the supply chain management model, namely, the supply chain operations reference model (SCOR). While considering the Malaysian hospitality industry, the database was developed. For a sample of 250 Malaysian hotels, with 3-5 stars, the database comprised of representative parameters related to CSR and TQM. These samples were considered a statistical population. During the last quarter of 2019, the fieldwork was conducted. The catalog, together with these parameters of examples of the hotel, was attained from surveys planned for the managers of the hotel by the researcher of the project. The final sample comprised of 81 % response rate from 202 hotels. This result was achieved after dropping the questionnaires (CSR and TQM) that were answered. It is observed that CSR hotel practices are positively influenced by high level of TQM practice with all independent variables i.e. I & A ($\beta = 0.42$, t-value = 5.15, p-value < 0.001), PM ($\beta = 0.34$, t-value = 3.21, p-value < 0.01), SP ($\beta = 0.29$, t-value = 3.63, p-value < 0.01), CF ($\beta = 0.39$, t-value = 4.36, p-value < 0.001) and HRM ($\beta = 0.45$, t-value = 3.19, p-value < 0.001) as predicted by H1, H2, H3, H4 and H5. Therefore, the data strongly supports the entire hypothesis. The structure of this paper is: firstly, the theoretical framework will be presented. Then the hypothesis related to the CSR and TQM effect will be introduced. After that, the empirical study, its methodology, and its findings will be explained. Lastly, the discussions on the results and conclusions are discussed.

Keywords— *Total Quality Management, Total Quality Management Practices, Corporate Social Responsibility, Hotel Management Industry, Malaysia*

1. Introduction

In a changing and dynamic environment, corporate social responsibility (CSR) is the key to encourage long-term sustainable performance, growth, and stability, according to numerous researches in the management literature [1]. The voluntary firm actions that are intended to enhance environmental or social conditions can be referred to as the practices related to CSR [2]. Here Supply Chain Management (SCM) model is vital because of its hierarch-flow of services vertically to improve the bottom line. CSR is defined as actions taken by the organization to take care of other stakeholders, such as an environmental, social, and governmental agency. Socially responsible companies are committed to making profits and comply with obeying the law, observe ethics, protect the natural environment, and take action generously which benefits society [3]. The hospitality industry, for a significant proportion, comprises of hotels; therefore, hotels can potentially affect the environment. To improve the productivity of hotels, they can adopt relevant CSR practices or product differentiation strategies. For instance, human resource (H.R.) or practices which are termed as socially responsible (S.R.), (workers training programs) may be implemented by the hotel to improve labor productivity; also, bearing in mind the tourists who care about environmental sustainability, the hotel may adopt green practices (recycle concept or waste management) [4], [5].

The action-term supply chain model herewith refers to multiple processes executed over many years to comprehend, determine, and identify the respective organization's supply chain management[6]. It exhibits that there are several types of business entities, each of which boasts distinct supply chain management requirements. Few of them need to be rigor to adopt the advantage of unforeseen demand, while others in a highly competitive market thrive for efficiency. In the context of Corporate Social Responsibility, the Supply Chain Management model plays a dominant role.

Additionally, social responsibility (S.R.) practices are considerably adopted by world-class hotels. Tourists demand CSR, and such practices also imply that the product of the hotel is of good quality. In several ways, CSR and quality form a positive correlation. Firstly, hotels can signal the top-notch quality of their products and services through CSR attributes. Secondly, those clients who don't mind paying high for quality could also be the ones who are ready to pay the price for CSR attributes[7], [8]. Lastly, there are probabilities of scope economies between the supply of CSR attributes and supply of high quality.

When other industries, individually, the hospitality industry is considered, the interaction between CSR and quality has rarely been studied. However, there are a few studies that represent a weak relationship between the environmental performance standards of a hotel and the general quality standards of a hotel. Quality has turned into a more tactical issue in the TQM (Total Quality Management) framework, and now the emphasis is on continuous improvement and maintenance firm's functions and its relationship quality with its investors[9]. In the hotel industry, CSR and TQM are both significant management philosophies, which involve great challenges relating to the appearance of traveler communities, more aggressive competition, customers who look for high-quality services and facilities, or new customer profiles[9], [10]. Due to these circumstances, hotels are required to enhance their responsiveness, efficiency, and quality, and uphold a sustainable benefit. In an empirical study, it has been discovered that when TQM is employed by a hotel, social responsibility is influenced and empowered in the hotel sector [11].

The primary purpose of this paper is to test CSR and TQM within the setting of the hotel industry in

Malaysia and discover if it has performance implications through the implementation of the SCM model. In particular, using the primary data gathered from the hospitality industry in Malaysia, these relationships will be empirically tested, and this research will contribute to the present literature [12]. The structure of this paper is: firstly, the theoretical framework will be presented. Then the hypothesis related to the CSR and TQM effect will be introduced. After that, the empirical study, its methodology, and its findings will be explained. Lastly, discussions on the results and conclusions are discussed.

2. Literature Review

Total quality management is a method to accomplish and maintain a high level of results. To fulfill the requirements of customers, it is essential to improve the working conditions and try to minimize the chances of errors in the organization [13]. The fundamental purpose of total quality management is to implement an extreme change in the organization. Furthermore, the overall quality management works on merging the social system/human behavior school of control with a scientific/system-orientated school of management[14]. It depends on the system, but according to this system, it is not always necessary to assume that the workers are appropriate for the organization. For this purpose, the emotions and needs of human beings must be taken into consideration[12]. The origin of TQM is basically from a manufacturing environment; that is the reason it is more associated with it. So, in the case of a service environment, industries like hotel management need to mold themselves according to the ongoing situation[9]. The nature of service industries is intangible, which means that we cannot count the positive features of their products [15].

The important thing for the organization is advertising. Your corporate social responsibility strategy and communication show your sincerity towards stakeholders. It also shows your real efforts to improve society and the environment. The perception of the Stakeholders has a significant impact on the organization because if they believe that the CSR actions of the organization are symbolic than it can not trigger negative behaviors among the stakeholder[3], [16]. CSR activities help to increase employee awareness of the organization's interest and support employee

awareness. It reflects the values of its members. Corporate social responsibility is one of the factors which is closely related to reputation and organizational prestige[8]. It is believed that it will encourage employees to work not only for the benefit of the organization for also for the sake of society. Corporate social responsibility works to enhance the volunteer attitudes other than roles amongst employees and also improve employee volunteer service[1].

Therefore, the significant variance in the total quality management rotates around the quality aspect of it. Total quality management involves several factors to bring a positive change in the organization. Different authors explained different factors of TQM. It includes methods and tools to improve quality. We can check the effectiveness of total quality management through the self-assessment framework through different awards [17]. Sustainability-focused corporate social responsibility activities can also reduce the cost of resource use. Sustainability-focused corporate social responsibility activities can also reduce the cost of resources used. Increase efficiency and make the most out of the profits, which can increase the company's performance [18].

Supply Chain Model is widely used in all manufacturing sectors. However, nowadays it is also applicable in the Services sector. This is due to the flow of services from sellers to buyers. Among this, the SCM model is known for its measurement. Corporate social responsibility is a method which is concerned to connect the environmental and social aspect into corporate whereabouts [19]. The concept of CSR is initiated with the idea that organizations are an important part of our system. For this purpose, the firms need to achieve their desired goals so that they can bring a positive change in society[20]. It includes such actions and procedures which are against the traditional legal and economic boundaries of the firms with their stakeholders. If customers consider CSR beneficial and they wishfully ready to pay extra for it, just like in the case of the hotel industry, then it will prove healthy for the reputation of the firm and enhance the customer's loyalty towards the firm [21], [22]. Considering the benefits of CSR in encouraging employees (who are their essential resource) and in customer satisfaction, hotels will take CSR seriously and guide other stakeholders about them

as well, which will prove beneficial for the firm and the shareholders as well[11].

3. Theoretical Framework

According to various researches, total quality management and corporate social responsibility through the Supply Chain model are associated with each other in so many ways. Thus, by implementing the Total Quality Management and Corporate Social Responsibility, we can enhance the efficiency of the firm and reduce the duplication of procedures, guidelines, deploy supply chain management role and concentrate more on achieving the desired goals of the firm. The TQM system proves beneficial for corporate sustainability in the organization[6]. The execution of the Total Quality Management setup will help us to bring a positive change in the organization's culture that will help in the implementation of Corporate Social Responsibility. He also projected a theory that connects Total Quality Management with the growth of Corporate Social Responsibility[23].

Some studies say Total Quality Management is essential and beneficial for the employment of Corporate Social Responsibility in the hotel industry. The quality management ethically, we can easily develop the Corporate Social Responsibility within the organization. Moreover, it says that several the United States-based organizations used these TQM techniques to enhance their performance, managing their employees, the leadership of their top management, customer focus (S.P.), Strategic Planning through Supply Chain Model (S.P.), and process management (PM) and the usage of information and analysis[4], [11].

Out of the mentioned six techniques, the one with utmost importance is one with "Top Management Leadership" which is approved by several Total Quality Management Studies and is defined as a "driving force" among the Total Quality Management methods [24], [25]. Therefore, it is presumed that by applying the total quality management principles and continuing the incorporation of social and environmental characteristics in managing the operations of the hotel, we can attain long term competitive advantages. H.R. keeps a check on whether the firms implement the Corporate Social Responsibility program or not. H.R. also sees that employees work for the betterment of the whole

organization and fulfill the corporate responsibilities of the firm keeping their values alive [26]. For instance, the corporate strategies which anticipate stakeholder's value and the overall growth in the firm bring a competitive advantage in the organization. CSR disclosure of reports, certifications, patterns, actions, and goals can be set to achieve this. A strong connection between strategic HRM and various dimensions of CSR (environmental, social, ethical, and strategic) was found in their research of 287 companies operating [27]. They highlighted that strategic actions of CSR into HRM should be further developed in evolving industries. In a systematic review, proclaimed that HRM CSR's determinant emphasizes on HRM and "human resources" role in supporting CSR in the firm. According to them, there are various ways in which H.R. practices can be considered as part of CSR [27].

The following hypothesis has been proposed following the above discussion in the view of the hotel industry:

Process Management (PM) implies that the firm recognizes and deals with its procedures and the interrelationships among them. An activity that modifies inputs into CSR results or outcomes can be referred to as a process. The management system of CSR has been designed as such a system that relies on process-based management. In this manner, the adaptation to CSR management will be easier for those firms that have already embraced this methodology, as it regards the quality of the culture that is set up when a process-based framework is actualized adequately [28]. It is important to transform expectations of stakeholders into a set of indicators, targets, and objectives related to CSR, which are then spread into the organizational processes of the entire firm and monitored regularly. This is of importance as it indicated if the stakeholders are pleased by the firm performance. Due to common principles of the culture, workers' perception of CSR and constant process improvement orientation are categorically related [29]. Following this discussion, it has been hypothesized that:

H1. The process management practice of total quality management has a significant impact on corporate social responsibilities.

According to the actual purchasing patterns of customers, CSR firms gather data about them. They

additionally collect data about their competitor's customers. The business unit managers receive complaints regarding their respective departments, and for further clarification and information, they directly contact the client. To address the issue and deliver customers with an explanation according to their demands, the team does the work in synchronization with the customers. As a matter of fact, in S.R. firms, the information related to the customers is widely and frequently communicated [30]. This correspondence operates in several directions. It can initiate from lower levels and move up to senior supervisors or emerge from senior official levels and spread in the entire firm. To take necessary actions and implement required changes, communication needs to be channeled. To help in the decision-making process and future planning, the information of customers is reviewed and evaluated. To create proper responses in the information management process, the information regarding customers is collected from customer contact points. Additionally, the perspective needed to increase the quality of customer experience is also included in it. Its components are; back office and front office applications, analytical tools, I.T. (Information Technology) systems, and data repository. Therefore, it is anticipated the firm's S.R. behavior will be enhanced by a suitable application of the data and investigation practice. It is expressed that data security is essential today and the commitment of an organization to settling security-related issues can be provided through CSR. The following hypothesis is present accordingly:

H2. The information and analysis practice of total quality management has a significant impact on corporate social responsibilities.

They emphasized the need to further develop corporate social responsibility strategic actions in human resource management in emerging markets. In the evaluation of the system, it is mentioned that human resource management, as a determinant of corporate social responsibility, focuses on the role of "human resources" and the role of human resource management in the realization of corporate social responsibility [4]. Effectively manage human resources through active participation in operational matters, contact with senior management, authorization, training, performance recognition, and rewards; responsibility, and quality awareness [31]. Following that, this paper proposed the hypothesis as stated below;

H3. Human resource management (HRM) practice of total quality management has a significant impact on corporate social responsibilities.

It is emphasized by C.F. to attain high customer satisfaction; the initial aim of CSR activities and the process of attaining high customer satisfaction is similar. The C.F. practices of firms are supported while seeking CSR objectives by contributing effective after-sale services and providing dependable and safe products. Generally, an association's inclination to address the requirements of the customers is following its mission to be an S.R. firm[32].

The enthusiasm originates from the fact that employees tend to meet customer needs due to their responsible and ethical tendency. CSR attributes (economic, social, and environmental) are significantly influenced by C.F., altruism, and management, as revealed by the sample of travel agencies in Catalonia[33]. In the hotel industry projected that organizational performance and market orientation are significantly impacted by CSR and customer satisfaction. It was shown that CSR is directly affected by a market orientation, which tends to mediate the impact of market introduction on business performance [34]. Following that, this paper proposed the hypothesis as stated below;

H4. The customer focus practice of total quality management has a significant impact on corporate social responsibilities.

A noteworthy factor of the present Strategic Planning through the Supply Chain Model is CSR, where administrators confront a changed and expanding demand from stakeholders. By evaluating the desires of the stakeholders through strategic planning forms, firms can address them [35]. For instance, through environment analysis, firms account for externalities. The required actions to adjust to the environment, as well as the one related to CSR, should be outlined by S.P. efforts [36]. The following hypothesis is proposed in light of the above discussions:

H5. Strategic Planning through Supply Chain Model practice of total quality management has a significant impact on corporate social responsibilities.

4. Methodology

While considering the Malaysian hospitality industry, the database was developed. For a sample of 250 Malaysian hotels in the Four States (Johor Bahru, Selangor, Malacca, and Penang) and Two Federal Territory (Kuala-Lumpur and Putrajaya) with 3-5 stars, the database comprised of representative parameters related to CSR and TQM. These samples were considered a statistical population. During the last quarter of 2019, the fieldwork was conducted. The database which included these parameters of the hotel examples was attained from surveys regulated to the managers of the hotel by the project's researcher[37]. The final sample comprised of 81 % response rate from 202 hotels, this result was achieved after dropping the questionnaires (CSR and TQM) that were incorrectly answered. The research model incorporates six variables, and each factor is estimated with various items. The items were adjusted from existing literature to enhance the validity of the content. The instrument was tested among ten hotel managers after developing the instrument. Then, to enhance understandability and clarity, some items were revised. The five-point Likert Scale was used in measuring the items which ranged from 1 to 5, 1 standing for strongly disagree, and five standing for strongly agree. The independent model variables are the TQM practices, such as; I&A (Information and analysis), PM, S.P., C.F., and HRM. To check the effect of CSR practices in hotels, CSR items were modified from research[4], [38]. Measurement and structural models were utilized to test the hypothesis by computing Smart PLS-SEM-3[39], [40].

5. Data Analysis and Finding

The two-step approach, which was done to examine the measurement model to test its validity and reliability. After that, to test the model fitness and research hypothesis, the structural model was examined. Initially, to examine the validity, a confirmatory evaluation was led[41]. Discriminant validity and convergent validity fall under the category of validity. The statistical variance between the two factors is measured by discriminant validity; In contrast, to measure the effectiveness of items in reflecting their corresponding factor, convergent validity is utilized[42], [43].

Table 1. Cronbach alpha values, C.R. (composite reliability), AVE (average variance extracted, and standardized items loadings are listed in Table.

Factor	Items	C.L.	C. R.	AVE
Corporate social responsibility (CSR)	CSR1	0.81	0.82	0.62
	CSR2	0.79		
	CSR3	0.63		
	CSR4	0.75		
	CSR5	0.80		
	CSR6	0.69		
	CSR7	0.72		
	CSR8	0.84		
Strategic Planning through Supply Chain Modelusing Supply Chain (S.P.)	SP1	0.79	0.79	0.66
	SP2	0.72		
	SP3	0.81		
Human resource management (HRM)	HRM1	0.72	0.84	0.57
	HRM2	0.79		
	HRM3	0.69		
Customer focus (C.F.)	CF1	0.78	0.84	0.61
	CF2	0.83		
	CF3	0.69		
Information and analysis (I.A.)	IA1	0.77	0.80	0.64
	IA2	0.82		
	IA3	0.72		
Process management (PM)	PM1	0.75	0.83	0.54
	PM2	0.88		
	PM3	0.81		

The satisfactory threshold for factor loading is over 0.70. Table I demonstrates the same; all item loadings were over 0.70. All C.R.'s exceed 0.7, and all A.V.'s exceed 0.5. Furthermore, all alpha values are over 0.7, demonstrating satisfactory reliability. Thus, it can be said that the scale has reliable convergent validity. A comparison was made between factor correlation coefficients and the square root of AVE to analyze the discriminant validity [41], [44].

Table II. Discriminant Validity (square root of AVE and factor correlation coefficients)

	HRM	IA	PM	SP	CF	CSR
HRM	0.754					
IA	0.617	0.800				
PM	0.415	0.541	0.734			
SP	0.411	0.451	0.302	0.812		
CF	0.395	0.489	0.489	0.547	0.781	
CSR	0.498	0.421	0.356	0.452	0.512	0.787

Then, to estimate the structural model, Smart-PLS software for running the structural equation modeling was used. PLS-SEM technique has become one of the powerful methods for data analysis, and it has been used in several past studies[40], [45], [46].

5.1 Hypothesis Testing

The path coefficients and their implication are listed in Table III. All tests are directional t-tests of the basic proportions of the regression weight measures over the measures of their standard errors given in the output. -1.96 to +1.96 is the range of critical ratios, and the theory will be rejected[44], [47]. Table III demonstrates all pathways determined in the hypothesized model are observed to be statistically significant.

Table III. Path coefficients and their significance

Path	β - Value	T- values	Decision
HRM-> CSR	0.45	3.19	Supported
CF-> CSR	0.39	4.36	Supported
SP-> CSR	0.29	3.63	Supported
PM -> CSR	0.34	3.21	Supported
I&A-> CSR	0.42	5.15	Supported

It is observed that CSR hotel practices are positively influenced by high level of TQM practice including I&A ($\beta = 0.42$, t-value = 5.15, p-value < 0.001), PM ($\beta = 0.34$, t-value = 3.21, p-value < 0.01), SP ($\beta = 0.29$, t-value = 3.63, p-value < 0.01), CF ($\beta = 0.39$, t-value = 4.36, p-value < 0.001) and HRM ($\beta = 0.45$, t-value = 3.19, p-value < 0.001) as predicted by H1, H2, H3, H4 and H5. Therefore, the data strongly supports the entire hypothesis. As indicated by the outcomes in Table III.

6. Discussion and Conclusion

This paper analyzed whether CSR practices are affected by TQM. This research was led with regards to the setting of the hospitality industry, a perfect context because CSR activities and TQM practices are probably going to be more remarkable in firms that offer services, and particularly where the customer directly experiences the services. All hypotheses were supported, as shown in Table VI. The outcomes showed that the TQM practices in hotels, specifically; I&A, PM, S.P., C.F., and HRM, can enhance their activities related to CSR. These outcomes are following earlier discoveries[4], [11]. Nevertheless, there are not many types of research concerning CSR in the hotel industry and TQM practices.

Workers must have their fundamental business requirements met before they can assist the firm in accomplishing its Corporate Social Responsibility objectives. It is necessary to create the value intention and to leverage the Corporate Social Responsibility engagement of employees. Stakeholders are one more driver of Corporate Social Responsibility –Human Resources relation. Stakeholders are forcing the organizations to connect official remuneration bundles to the company's maintainability performance, persuaded to some degree by the predominance of stock market-linked metrics of short term in numerous executive compensation schemes. The current stakeholders trust that remuneration bundles dependent on the accomplishment of short term financial targets can prevent firms from undertaking those activities that make feasible longer-term esteem value[48]. Subsequently, Human Resources Management assumes a great role in how Corporate Social Responsibility is comprehended, created, and established. Human Resources Management can sharpen workers for Corporate Social Responsibility issues and help to teach representatives to end up more socially responsible. Thus, Human Resources Management should be trained by Corporate Social Responsibility managers in creating special human resource practices. The incentives that contribute to Corporate Social Responsibility goals can be searched by Human Resources Management managers[12].

Customer Focus speaks to the degree to which a firm implements the marketing idea and puts the

client at the focal point of its operations and strategy. In this way, C.F. is the manner that places the most elevated need on the beneficial creation and maintenance of major client value while thinking about the premiums of different stakeholders; and gives standards to conduct in regards to the authoritative advancement and responsiveness to showcase data. C.F. practice guarantees that the business comprehends clients' existing and future needs. Firms can turn out to be more customer-orientated by distinguishing and building up extraordinary capacities that set them apart as customer-driven firms. Stakeholders and customers anticipate that whether a firm will have SR. Firms that focus on its customers stay up to date with every single natural power and make each endeavor to incorporate discretionary, ethical, legal, and economic responsibilities into their activities. A hotel needs to comprehend clients' needs and necessities to have the capacity to surpass clients' desires. Hotels must gather clients' information, investigate and comprehend what clients need. Accordingly, hotels can't bear to disregard the necessities of these clients if they want to stay ahead of their competitors. Hotels should go above and beyond to have the capacity to compete; firms require some data about the client. Thus, the C.F. practices that hotel uses indications on the usage of CSR approaches as an obligation to the stakeholders.

While the corporate social responsibility plan includes a large number of current activities, it can be seen that implementation begins with Strategic Planning through Supply Chain Model procedures. The planning process is used to determine the strategies and objectives to achieve these goals and to determine the human resource allocation schedule. Due to the tremendous pressure from society on companies to carry out CSR activities, a large number of companies are strategically committed to advancing issues related to CSR (such as energy efficiency). Thus, one might say that CSR may never again be a key differentiator; however, a prerequisite, according to the stakeholder's firms, may now be at a focused detriment if they don't incorporate CSR into the corporate system. With regards to the hotel setting, it is important to have the integration and alignment between customer strategy and the hotel's strategy[49]. Then again, the S.P. procedure incorporates the introduction of the path for the improvement, usage, and assessment of the CSR

activities and includes guaranteeing that the focal point of the hotel's strategy is providing more facilities than the competitors. The value creation process, as CSR-related techniques, in this procedure, programs for extricating and conveying value are produced dependent on the outcomes of the process related to strategy development.

Continuous process improvement methods focus primarily on the process of product and service formation. Therefore, continuous process improvement is an important element of TQM. The PM practice involves knowledgeable people who can manage in an increasingly complex process-oriented environment. Upgrading business processes will increase efficiency and reduce waste and expense. Essentially constant assessment and enhancement of the strategies needed to accomplish improved performance. CSR and PM share various fundamental standards[6]. These standards combine a long terms perspective, stakeholder orientation, shared vision and goals, employee involvement and empowerment, change as necessary and important, cooperation, information sharing, truth, and rationality. It is proposed that the presence of either PM or CSR encourages the presence of the other.

The factor of Information and analysis in the Total Quality Management structure fills in as an essential accumulation and investigation indicate in a coordinated performance measurement system that depends on money related and non-monetary information and data. The effective use of data drives the association to continually improve the performance and competitiveness of hotels. Hotels that gather and study data consistently are more successful than hotels that don't. Important choices are made by hotels dependent on the data and the undertaken investigation. In the setting of the hospitality industry, the data administration process must be utilized by hotel managers to support the nature of the customer's experience as a part of their S.R. Its components are back-office applications from-office applications, analytical tools, I.T. systems, and data repository.

Malaysian hotel managers may confront the availability of an extensive range of uncertain and saturated TQM criteria for their organizations. Considering that there is not much research on the Malaysian hotel industry concerning TQM practices, there is a dire need for a procedure that will help Malaysian hotels to assess these TQM criteria and choose the most fitting one to give the

best management practices. Malaysian hotel supervisor should keep in their mind that creating both CSR and TQM requires considering a few viewpoints for effective performance, including having suitable training, communication, overcoming the resistance to change, obtaining a commitment from the top management, and having adequate resources to join in the approaches. TQM and CSR's potential synergy contributes to their supplementary value[50]. The development of CSR can be accelerated and aroused by Malaysian hotels that use quality management. Seeing such a complimentary implementation can influence hotels in Malaysia to rethink their duty towards CSR and TQM to propel more productively and successfully towards corporate maintainability.

The above discoveries could empower Malaysian hotel supervisors to comprehend the significance of value, and also they give a relevant and appropriate model for self-assessment and benchmarking among chain hotels. In this way, Malaysian hotels utilizing the proposed strategies concerning CSR and TQM practices should conduct surveys on a standard and reliable basis. Thus, Malaysian hotels can self-assess their TQM performance level and CSR with ease, and in this manner, the managers will get legitimate data about the departments that need to be improved. Malaysian hotel managers can side implementing the multi-dimensional structure of TQM holistically and systematically. Finally, this approach can help Malaysian hotels to obtain great benefits; as far as the external and internal business environment is concerned, apply for awards related to quality management, and approach business excellence.

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