



THE IMPLEMENTATION OF TOTAL QUALITY MANAGEMENT PRINCIPLES THROUGH EMPLOYEE INVOLVEMENT AT SYARIAH HOTEL SOLO

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ABSTRACT

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Total Quality Management (TQM) is a comprehensive approach to quality management aimed at involving all components of an organization in the process of continuous improvement. In the hospitality industry, the implementation of TQM is considered crucial as it directly impacts service quality and customer satisfaction. It is also essential for ensuring high operational standards and maintaining a strong reputation. This article aims to examine the implementation of TQM at Syariah Hotel Solo, with a focus on human resource involvement, particularly employees, in operational processes as a key factor in enhancing service quality. Through qualitative and quantitative approaches, this study investigates how active staff engagement influences service quality improvement based on empirical data and performance analysis. The research was conducted using in-depth interviews, participatory observations, and an analysis of the hotel's operational performance data. The findings indicate that staff involvement significantly contributes to service quality improvement; however, challenges remain in ensuring consistent implementation. This study highlights the importance of effective change management and continuous training enhancement to sustain the positive outcomes of Total Quality Management implementation.

Keywords: Total Quality Management, The Implementation of Principles, Employee Involvement

INTRODUCTION

The hospitality industry is a service sector that highly prioritizes service quality to create customer satisfaction and loyalty. In an era of increasingly intense global competition, a management approach that focuses on quality has become a necessity that cannot be ignored. One of the most relevant methods is Total Quality Management (TQM), which emphasizes continuous improvement through the involvement of all organizational elements, including employees. According to research by (Iqbal & Asrar-ul-Haq, 2018), the implementation of Total Quality Management that actively involves employees can enhance organizational performance, operational efficiency, and service quality, ultimately leading to better



customer satisfaction. (Escrig-Tena et al., 2021) The core principles of Total Quality Management, such as employee participation, customer focus, and continuous improvement, are highly relevant in the hospitality industry, where direct customer interaction is a crucial element. Research by (Tomažević et al., 2017) states that employee involvement in quality management processes not only increases their motivation but also fosters innovation and collaboration, ultimately contributing to organizational success. As a hotel that applies the Sharia concept, Syariah Hotel Solo has adopted the principles of Total Quality Management as part of its quality management strategy.

The hotel places employee involvement as one of the main pillars in ensuring that every aspect of service meets the highest standards. This approach is implemented through various programs, such as regular training, employee recognition awards, and an inclusive feedback system. Additionally, Syariah Hotel Solo adopts a proactive approach to creating a work culture that supports continuous improvement. For example, employees are involved in the evaluation process and decision-making related to service quality enhancement. This initiative aligns with the findings of (Latif et al., 2019), which show that employee involvement in Total Quality Management strategies can increase their sense of ownership of the organization and strengthen their commitment to achieving company goals. This article aims to examine the implementation of Total Quality Management principles through employee involvement at Syariah Hotel Solo. The discussion focuses on the hotel's efforts to engage employees as strategic partners in improving service quality, its impact on operational efficiency, and its contribution to creating an outstanding customer experience. By highlighting the practices implemented at Syariah Hotel Solo, this article is expected to serve as a reference for other organizations in adopting Total Quality Management to achieve sustainable excellence.

The global hospitality industry, particularly in Indonesia, continues to experience rapid growth with increasing competition. Amidst rising competition and guest expectations, hotels are required to maintain and uphold the highest service quality standards to remain competitive. High-quality service is a key factor in attracting and retaining guests. Several approaches can be used to improve service quality, one of which is Total Quality Management (TQM). TQM is a contemporary management concept designed to address changes occurring due to both internal and external forces. Companies can generate higher revenue by implementing total quality management, which can enhance profitability and competitiveness. According to (Memet et al., 2020), total quality management focuses on overall quality improvement by involving all members of the organization. For hotels or businesses, Total Quality Management has become an essential management approach to ensure that every operational process runs smoothly and efficiently, ultimately leading to high guest satisfaction.

Syariah Hotel Solo, as a hotel that applies Sharia regulations in Solo, has adopted the Total Quality Management approach to improve service quality, competitiveness, and guest satisfaction. Successful implementation of Total Quality Management requires full involvement from all organizational components, especially staff who are directly engaged in service delivery. The implementation of Total Quality Management at Syariah Hotel Solo focuses on staff involvement, as human resources play a key role in ensuring the execution of quality standards. Therefore, the hotel emphasizes the importance of training, communication, and

staff empowerment in the quality management process. This approach has become increasingly relevant given the intensifying competition in the hospitality sector, where online reputation and customer reviews significantly influence potential guests' decisions.

This study aims to explore in greater depth how Total Quality Management principles are practically implemented at Syariah Hotel Solo and how direct staff involvement impacts service quality and hotel performance. This article aims to examine the implementation of Total Quality Management principles through employee involvement at Syariah Hotel Solo. The discussion focuses on the hotel's efforts to engage employees as strategic partners in improving service quality, its impact on operational efficiency, and its contribution to creating an outstanding customer experience. By highlighting the practices implemented at Syariah Hotel Solo, this article is expected to serve as a reference for other organizations in adopting Total Quality Management to achieve sustainable excellence. The global hospitality industry, particularly in Indonesia, continues to experience rapid growth with increasing competition. Amidst rising competition and guest expectations, hotels are required to maintain and uphold the highest service quality standards to remain competitive. High-quality service is a key factor in attracting and retaining guests. Several approaches can be used to improve service quality, one of which is Total Quality Management (TQM).

Total Quality Management is a contemporary management concept designed to address changes occurring due to both internal and external forces. Companies can generate higher revenue by implementing total quality management, which can enhance profitability and competitiveness. According to (Yosep & Septemuryantoro, 2023), total quality management focuses on overall quality improvement by involving all members of the organization. For hotels or businesses, Total Quality Management has become an essential management approach to ensure that every operational process runs smoothly and efficiently, ultimately leading to high guest satisfaction. Syariah Hotel Solo, as a hotel that applies Sharia regulations in Solo, has adopted the Total Quality Management approach to improve service quality, competitiveness, and guest satisfaction. Successful implementation of Total Quality Management requires full involvement from all organizational components, especially staff who are directly engaged in service delivery. The implementation of Total Quality Management at Syariah Hotel Solo focuses on staff involvement, as human resources play a key role in ensuring the execution of quality standards. Therefore, the hotel emphasizes the importance of training, communication, and staff empowerment in the quality management process. This approach has become increasingly relevant given the intensifying competition in the hospitality sector, where online reputation and customer reviews significantly influence potential guests' decisions. This study aims to explore in greater depth how Total Quality Management principles are practically implemented at Syariah Hotel Solo and how direct staff involvement impacts service quality and hotel performance.

METHOD

This research employs a qualitative method with a case study approach at Syariah Hotel Solo. Data collection is conducted through three methods : (a) Interviews – Data is gathered through in-depth interviews with hotel operational staff. This technique aims to understand their perspectives on the implementation of Total Quality Management and their involvement in the continuous improvement process. (b) Participatory Observation – This data collection technique is carried out by directly engaging in hotel operational activities and observing daily work processes to examine staff involvement in the implementation of Total Quality Management. (c) Documentation Technique – This refers to document studies, which include historical records of past experiences and events. Documents can take the form of written materials, images, or monumental works. Data Collection Techniques in This Study

Data Collection Techniques at Syariah Hotel Solo

To obtain accurate and relevant data regarding the implementation of Total Quality Management (TQM) principles through employee involvement, this study employed three main data collection techniques as follows: (a) In-depth Interviews semi-structured interviews were conducted to explore in-depth understanding of employees' perceptions and experiences regarding TQM principles such as continuous improvement, customer satisfaction, and data-based decision-making, as well as to investigate the forms of employee involvement in TQM implementation at Syariah Hotel Solo. The interview procedures included the following steps: preparing interview guidelines based on TQM indicators (e.g., customer focus, continuous improvement, teamwork, leadership), conducting direct interviews with department managers, supervisors, and operational staff who are directly involved in service delivery at Syariah Hotel Solo, recording the interviews (with participant consent) and taking detailed notes, which were later analyzed thematically. (b) Participatory Observation namely the researcher was directly involved in field activities to observe work processes and employee interactions in the application of TQM principles at Syariah Hotel Solo. The main focus of observation included: the implementation of service Standard Operating Procedures (SOPs) for guests, daily work evaluations, employee suggestions and feedback, collaborative behavior within work teams, all observed data were documented and recorded systematically (c) Document Analysis includes internal hotel documents were used as supplementary data sources for triangulation. The analyzed documents included : TQM manuals or internal SOPs, customer feedback forms, Human resource development and training data, performance evaluation meeting summaries

Sampling Technique / Participant Selection

Sampling method is purposive sampling, the selection of employee participants at Syariah Hotel Solo was conducted using purposive sampling, meaning that informants were selected based on specific criteria relevant to the research objectives. Participant Criteria is a managers or Department Heads responsible for the implementation of quality policies, operational Employees (e.g., front office, housekeeping, kitchen staff) who directly apply TQM principles, HRD or Training Staff involved in employee development and empowerment, team Supervisors who oversee the daily implementation of quality standards. The number of participants

followed the principle of data saturation, whereby the interview process was discontinued when the information obtained became repetitive and no new significant data emerged.

Data Validity and Trustworthiness

To ensure the validity and trustworthiness of the data collection process, several triangulation strategies were employed: (a) Methodological Triangulation: Combining data from interviews, observations, and documentation. (b) Source Triangulation: Collecting data from various participant levels (both managerial and operational). (c) Member Check: Verifying interview results with informants to confirm the accuracy of the researcher's interpretations. (d) Peer Debriefing: Engaging in discussions with academic peers to obtain objective perspectives on the data interpretation.

RESULTS AND DISCUSSION

Implementation of Total Quality Management

In a company, especially in the hospitality industry, quality is undoubtedly a crucial aspect. (Memet et al., 2020) Therefore, companies must pay close attention to the quality of both their products and services provided to consumers. To ensure the consistency and improvement of a company's quality standards, continuous quality enhancement efforts must be undertaken. Human Resources play a central role in the success of quality improvement. In the hospitality context, staff involvement is the key to delivering exceptional service experiences to customers, from providing feedback to participating in improvement programs, making it a primary factor in maintaining consistent service quality. Like quality itself, the definition of Total Quality Management varies. It can be understood as the integration of all company functions into a holistic philosophy based on quality, teamwork, productivity, as well as customer understanding and satisfaction. Total Quality Management is an approach that focuses on continuous quality improvement through participation from all parts of the organization (Sukoco & Prameswari, 2017).

Total Quality Management is a management approach based on the principle that quality is the responsibility of everyone within an organization, from top management to lower-level staff (Goetsch & Davis, 2016) Based on these definitions, Total Quality Management is a management system that places quality as a business strategy and is oriented toward customer satisfaction by involving all members of the organization. Therefore, Total Quality Management can be concluded as a systematic management approach that focuses on both the organization and customers through a combination of fact-finding and problem-solving efforts to create significant improvements in quality, productivity, and overall company performance. Total Quality Management is a managerial approach that emphasizes continuous quality improvement by engaging all members of the organization in improvement processes and quality-related decision-making.

Total Quality Management aims to maximize or even exceed customer expectations through ongoing improvements in every operational aspect of the organization. In the context of the hospitality industry, Total Quality Management can be understood as the application of quality principles that involve all hotel

employees in efforts to enhance service quality, processes, and customer experiences. Employee involvement is a key factor in ensuring the success of Total Quality Management implementation, as actively engaged employees contribute valuable ideas and develop a sense of responsibility for the quality of services provided. The implementation of Total Quality Management in the hospitality sector, as studied at Syariah Hotel Solo, demonstrates that applying Total Quality Management principles with employee involvement can result in significant improvements in service quality. Research conducted by (Afza et al., 2022) indicates that direct employee involvement in decision-making and operational process improvements in the hospitality sector has been proven to enhance service performance and customer satisfaction.

(Sukoco & Prameswari, 2017) stated that "quality management that involves employees not only improves the quality of products or services but also strengthens the relationship between management and employees, which in turn enhances overall organizational performance." Furthermore, research by (Solihin et al., 2022) reveals that one of the key success factors in implementing Total Quality Management in the hospitality industry is the training and development of employees to enhance their skills in addressing quality challenges. In the case of Syariah Hotel Solo, employee involvement through training and empowerment to innovate in quality improvement is an essential aspect. (Afza et al., 2022) emphasize that "employee involvement in continuous improvement processes not only contributes to service quality enhancement but also fosters an organizational culture that supports creativity and innovation." Additionally, a study by Raden & Dhanupoyo (2019) highlights that involving employees in the Total Quality Management cycle enables hotels to identify problems more quickly, provide more effective solutions, and enhance customer satisfaction. Employees who feel included in the quality improvement process are more valued and motivated to deliver their best performance, ultimately contributing to the overall improvement of service quality for guests. (Raden & Dhanupoyo, 2019) stated that "increasing employee involvement in Total Quality Management is the key to ensuring that every operational aspect of the company works in harmony to achieve set quality objectives."

According to various experts, the definition of Total Quality Management has multiple variations. J. Paul Peter and James H. Donnelly Jr. define TQM as an organization's commitment to satisfying customers through continuous improvements in every business process related to the provision of goods or services. Another definition states that Total Quality Management is an effort to achieve consistent customer satisfaction through continuous refinement in all organizational processes. Total Quality Management is also viewed as a customer-focused approach that systematically applies management changes and continuous improvements to an organization's processes, products, and services. The Total Quality Management process is guided by clear inputs (customer desires, needs, and expectations). This concept is based on professionalism and specialization, meaning that all quality control aspects should be managed by quality control experts. Therefore, the implementation of Total Quality Management that actively involves employees at Syariah Hotel Solo serves as a model of how participation from every individual within an organization, from managers to operational staff, can lead to sustainable service improvements. This demonstrates that Total Quality Management is not merely a management concept but also a practical approach that

strengthens a culture of continuous quality improvement in the hospitality industry.(Latif et al., 2019)

Principles of Total Quality Management

Within the scope of Total Quality Management (TQM), several general principles or characteristics can be applied within a company to achieve strong organizational performance and create a positive impact. (Memet et al., 2020) Total Quality Management is a management approach that emphasizes comprehensive quality by involving all elements of an organization to achieve customer satisfaction. The first principle of Total Quality Management is customer focus, which means that all activities and processes within the organization are directed toward meeting the needs and expectations of both internal and external customers. Customer satisfaction is not only measured by the final product or service but also by the overall customer experience with the organization. The second principle is continuous improvement, which is the core of Total Quality Management. Management must continuously seek ways to enhance progress, products, and services through ongoing evaluation, innovation, and adaptation to changing market demands. This requires a dynamic mindset and openness to change. The third principle is a process-based approach, which highlights the importance of viewing every activity as part of an interconnected process chain. By understanding and managing processes systematically, organizations can improve efficiency, reduce waste, and achieve more consistent results.

The fourth principle is strong leadership, where the role of leaders is crucial in creating a vision, providing strategic direction, and ensuring that a culture of quality is embedded at all levels of the organization. Leaders must be able to motivate and empower employees to actively contribute to achieving organizational goals. The fifth principle is involvement of all organizational members, emphasizing that every individual in the organization plays an important role in supporting quality improvement efforts. Employees are not merely task executors but also sources of ideas, innovation, and solutions to organizational challenges (Tomaževič et al., 2017) The final principle is fact-based decision-making, which ensures that all decisions are based on accurate data and in-depth analysis. By using this approach, organizations can minimize risks and ensure that their decisions support strategic objectives. The combination of these principles provides a solid foundation for organizations to build a competitive advantage, enhance customer satisfaction, and achieve long-term sustainability.

Total Quality Management Principles in Human Resource Management play a vital role in creating an organizational culture that is fully quality-oriented and committed to continuous improvement. One of the key principles is employee involvement and empowerment, which ensures that every individual in the organization is not only seen as a task executor but also as a strategic partner in achieving organizational goals. This involvement includes active participation in planning, implementation, and evaluation processes, where employees are given the authority to make decisions within certain limits and are encouraged to innovate. This fosters a sense of responsibility for their work outcomes, increasing ownership and commitment to the organization. Additionally, Total Quality Management emphasizes the importance of continuous training and development to ensure that employees possess relevant skills and knowledge that align with evolving industry demands. Organizations that consistently implement this principle provide

structured training programs, including technical skill enhancement, soft skills such as leadership and communication, and a deeper understanding of the TQM philosophy itself. With ongoing training, employees are not only better prepared to face work challenges but can also contribute significantly to improving the quality of organizational processes and outputs.

(Escrig-Tena et al., 2021) This principle also strengthens an organization's ability to adapt to technological advancements and market needs. The focus on employee satisfaction is another integral aspect of TQM in HRM. Just like external customers, internal employees are also considered customers whose satisfaction must be ensured. This means organizations must create a conducive work environment, provide appropriate recognition, and ensure fairness in management systems. Employee satisfaction directly impacts their loyalty, motivation, productivity, and work quality. In this context, leadership that supports quality plays a crucial role. Leaders must provide clear direction, support employees in achieving their goals, and foster a work environment that encourages innovation. Effective leadership also acts as a change agent, ensuring that a quality-oriented culture is embedded at every level of the organization.

Furthermore, collaboration and teamwork are strongly emphasized in Total Quality Management, where organizations promote cross-departmental cooperation and individual collaboration to achieve efficiency and effectiveness in work processes. Strong teamwork encourages open communication, collective problem-solving, and the achievement of shared goals. (Septemuryantoro, 2024) This principle also fosters synergy within the organization, where each individual feels a sense of belonging and works toward a common objective. Another essential principle is recognition and appreciation of employee performance. Providing recognition for employee contributions—whether in financial forms such as bonuses and incentives or non-financial forms such as praise and formal awards—can boost motivation, enthusiasm, and employee loyalty to the organization. Recognition also encourages a positive performance-based competition among staff, where they strive to deliver their best results. Lastly, the data-driven decision-making principle ensures that all HR-related decisions, from recruitment to performance evaluation, are based on valid data and thorough analysis. For example, employee performance data can be used to identify areas requiring improvement, while employee satisfaction surveys can serve as a foundation for designing more effective HR development programs (Do et al., 2020). By applying these principles, organizations can build a work environment that supports continuous quality improvement, enhances employee engagement, and ultimately strengthens the organization's ability to deliver high-quality services and products.

Implementation of Total Quality Management in Human Resources at Syariah Hotel Solo

The application of Total Quality Management (TQM) principles at Syariah Hotel Solo can generally be carried out through a structured approach that involves all employees in efforts to improve service quality. The first step that must be taken is a strong commitment from top management. Quality-oriented leadership is crucial in creating an environment that supports TQM implementation. Management must ensure that the hotel's vision and mission related to service quality are clear and accepted by all staff. In this regard, it is important to build a culture that focuses on

continuous quality improvement, which not only involves managerial decisions but also integrates input from all levels of employees. One way to realize this commitment is by providing continuous training to managers and department leaders on TQM concepts and techniques so they can implement them in daily operations. Employee involvement is a crucial aspect of TQM implementation. Employees at all levels should feel included in the decision-making process related to service quality. This can be achieved by forming forums or discussion groups where employees can contribute ideas and suggestions on ways to improve hotel service quality.

The establishment of quality teams involving employees from various departments, such as front office, housekeeping, food and beverage, and management, enables the hotel to monitor and improve existing internal processes. Employees can also participate in customer feedback analysis, either directly through surveys or indirectly through guest interactions. By collecting and analyzing this data, the quality team can identify areas that need improvement, both in terms of service and facilities. The application of Total Quality Management also requires a strong customer focus, where every aspect of the hotel's service process is designed to enhance the guest experience. Employees must be involved in collecting and analyzing customer feedback so they can directly understand guest needs and expectations. Additionally, it is essential to provide training on good communication skills, empathy, and customer service techniques to ensure guest satisfaction. This training must be rigorous, ensuring that every employee develops the knowledge and skills in line with the quality standards and enthusiasm set by the hotel. Through this training, employees will not only become more proficient in observing and responding to future challenges but will also have a deeper understanding of how to provide mutually beneficial services to guests.

Continuous process improvement is an integral part of TQM. At Syariah Hotel Solo, the implementation of the PDCA (Plan-Do-Check-Act) cycle is essential to ensure that every change in the process is carefully planned, well-executed, regularly monitored, and evaluated for results. Employees at all levels must be involved in every stage of this cycle, from planning improvements, implementing changes, checking results, to taking corrective actions if necessary. This gives them a sense of responsibility and ownership over the quality of service they provide. For example, to improve the speed of the check-in process, the front office team can design a more efficient procedure, which will then be tested, evaluated, and continuously refined based on the feedback received. (Nuur Rasyidah et al., 2022) The implementation of performance measurement and analysis is also crucial in TQM. Clear and measurable Key Performance Indicators (KPIs), such as guest satisfaction levels, response time to requests, room cleanliness standards, and other service quality metrics, must be established and continuously monitored. Employees can be involved in collecting performance data and using it to identify areas needing improvement. Performance evaluation processes can be conducted regularly, both through individual and team evaluations, to ensure that quality standards are met and improved over time. Through these measurements, the hotel can more easily determine areas for enhancement and provide employees with opportunities to contribute to improving overall performance. Additionally, providing rewards and recognition to employees who contribute positively to service quality improvement is an important part of TQM implementation.

(Raden & Dhanupoyo, 2019)The hotel can organize monthly or annual awards programs to recognize employee achievements in maintaining and enhancing service quality. These awards may take the form of bonuses, certificates, or formal recognition in company meetings. Such recognition serves to motivate employees to continue striving for excellence in their work while fostering a healthy competitive atmosphere within the organization. Moreover, by acknowledging their contributions, employees will feel valued and more committed to maintaining high-quality standards. Overall, implementing TQM principles at Syariah Hotel Solo, which actively involves employees in every aspect of hotel operations, will help build a strong and sustainable quality culture. With management commitment, employee involvement, customer focus, continuous process improvement, as well as clear measurement and rewards, the hotel can ensure that its service quality continues to improve, ultimately leading to greater customer satisfaction and loyalty. The active involvement of employees in TQM implementation makes them an inseparable part of the hotel's success in creating a high-quality and satisfying guest experience.

Implementation of Total Quality Management Principles at Syariah Hotel Solo

Syariah Hotel Solo has implemented several key Total Quality Management principles based on interviews with respondents and staff. The findings indicate that the hotel applies principles such as customer focus, continuous improvement, and total employee involvement. Based on interviews and observations, each department has operational standards designed to facilitate continuous improvement processes. As one of the hotels that has implemented TQM in its operations, Syariah Hotel Solo involves all staff at various levels, from managers to operational staff. Some aspects of TQM implementation include staff training and development. One of the key components of TQM is improving staff skills and knowledge. Syariah Hotel Solo regularly conducts training for staff to enhance service quality and their understanding of the hotel's operational standards. Through these training programs, staff can provide better service, meet guest expectations, and contribute to achieving TQM goals. The hotel also implements a "General Staff Meeting" (GSM), held quarterly, as an essential forum for direct communication between management and staff from all departments.

(Raden & Dhanupoyo, 2019)The General Staff Meeting plays a crucial role in maintaining coordination, boosting motivation, and ensuring smooth operations. The specific objectives of The General Staff Meeting include: Operational Information Delivery – Hotels face daily operational dynamics, such as occupancy rates, ongoing events, VIP guest arrivals, and more. The General Staff Meeting serves as an effective medium to communicate this information to all staff. This ensures that everyone understands situational changes and can plan appropriate actions. (Antarani & Karuntu, 2024)Interdepartmental Coordination Hotels consist of multiple interdependent departments. The front office must coordinate with housekeeping to ensure rooms are clean and ready for guests. The food & beverage department must align with hotel operations regarding special event menus. The General Staff Meeting provides a platform for synchronizing tasks across departments to ensure smooth operations. Feedback and Problem Resolution, the General Staff Meeting also functions as a forum where staff can provide feedback, both positive and constructive, regarding hotel operations.

Management can listen to challenges faced by staff and work together to find solutions. This open communication fosters a collaborative culture and accelerates problem resolution. Performance Evaluation and Achievement Review – The General Staff Meeting is used to review operational performance over specific periods, such as weekly or monthly. Evaluations include customer satisfaction targets, service effectiveness, and quality improvements. Regular evaluations help management identify areas for enhancement and provide recognition to outstanding employees. Challenges and Solutions in Implementing TQM at Syariah Hotel Solo. Implementing TQM principles at Syariah Hotel Solo comes with challenges that require strategic and sustainable solutions. Some challenges include: Lack of Employee Understanding – Some employees, especially at the operational level, may not fully grasp how their roles contribute to overall service quality. To address this, the hotel provides regular training and workshops to educate staff on TQM principles and their impact on guest satisfaction. Resistance to Change – Changes in work procedures may cause discomfort among employees. To mitigate this, the hotel fosters an inclusive change management approach, allowing employees to participate in decision-making processes.

Communication Barriers without clear communication, employees may feel isolated from quality improvement efforts. The hotel implements open communication channels, such as regular meetings and feedback forums, to ensure transparency. Limited Resources – Implementing TQM requires investments in training, technology, and facilities. The hotel adopts a phased approach to quality improvements that fit within budget constraints. By continuously refining its TQM strategy, Syariah Hotel Solo can maintain high service standards, ensure customer satisfaction, and remain competitive in the hospitality industry.

CONCLUSIONS

This study highlights the importance of implementing Total Quality Management (TQM) as a strategic approach to improving service quality at Syariah Hotel Solo. Through total employee involvement, continuous improvement, and strengthening a quality-oriented culture, the hotel has successfully created a dynamic operational environment that is responsive to customer needs. Although challenges exist in maintaining consistency across departments, strategies such as continuous training, effective communication, and a stronger quality audit system can help sustain high-quality standards in the future. It is recommended that Syariah Hotel Solo provide training focused on enhancing employee skills in quality management and communication, enabling them to contribute more actively to service improvements. Additionally, the hotel should strengthen its feedback system from both employees and guests to address issues promptly and effectively.

Offering incentives or rewards to employees who demonstrate a strong commitment to quality and service will further encourage innovation. Lastly, involving employees more in the planning and decision-making processes at the operational level will make them feel valued and motivated to uphold high-quality standards. By implementing these measures, Syariah Hotel Solo can reinforce the application of Total Quality Management principles and achieve more sustainable success. Thus, an effective implementation of Total Quality Management not only enhances service quality and customer satisfaction but also has the potential to

support the hotel's long-term sustainability in the competitive hospitality industry. Moving forward, Syariah Hotel Solo must continue to innovate and adapt to changes in the business environment and customer needs to ensure that its Total Quality Management strategy remains relevant and delivers optimal results. Conclusions are written quickly, succinctly, and clearly, and are a summary of the results and discussion, as well as an answer to the research inquiries given in the introduction.

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