



Total Quality Management Practices Among Fast-Casual Restaurants In Baguio City

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Abstract

Total Quality Management (TQM) is an essential management system for continued improvements that explains successful business operations in the restaurant sector. This study attempts to assess the views and opinions of the respondents on TQM practices focused on the service, food, and physical environment attributes associated with customer satisfaction, management operations, and company brand dimensions. These attributes and dimensions are a reflection of the dynamic processes in managing a food and beverage business venture. The study addresses the theoretical gap that defines the TQM practices among fast-casual restaurants in Baguio City. This paper uses a qualitative case study and data generation through interviews with seven (7). It was established that customer service theory and expectation confirmation theory are heavily influenced by the quality of service, food, and physical surroundings. These establishments' TQM practices must be improved in terms of service and food attributes, as well as the physical environment. This is to achieve the goal of continuous improvement on overall management operations and ensure customer satisfaction and revisit intention that impacts the business's bottom line and success.

Keywords: Fast-Casual Restaurant, Food Attributes, Physical Environment Attributes, Service Attributes, Total Quality Management

Introduction

Food quality and service quality have a positive and significant impact on customer satisfaction while customer satisfaction has a positive

and significant impact on repurchase intention. Food and service quality both have a positive and significant impact indirectly on repurchase intention with the intervening of customer satisfaction (Hidayat et al., 2020).

Total Quality Management (TQM) is a management philosophy that emphasizes improving quality and, as a result, assuring customer satisfaction. Total Quality Management stresses the processes that businesses use to make their products, and it pushes businesses to define those processes, continuously monitor and analyze their performance, and use that data to drive change (TechTarget, 2023). Meeting customers' expectations are the key to providing effective customer service. Customer satisfaction entails continually exceeding customers' expectations (Gupta, 2023). The system of improvement and quality management has a fairly rapid development to answer the needs of consumers. Total Quality Management (TQM) and organizational performance achievement are influenced by operational performance (Sutrisno, 2019). Thus, TQM is used as a holistic approach to long-term business success, achieved by improving customer satisfaction, operational efficiency, and overall quality of goods and services. Total Quality Management enhances customer satisfaction by fostering a customer-centric approach. By focusing on customer needs and striving to exceed their expectations, businesses can increase customer satisfaction, loyalty, and ultimately, their market share. TQM involves continuous improvement activities. This relentless pursuit of quality excellence results in superior products and services. Total Quality Management aims to **increase operational efficiency** by encouraging a systematic approach to problem-solving and removing unnecessary processes, resulting in streamlined operations and reduced costs. Total Quality Management **promotes a positive culture** by fostering a culture of teamwork and collaboration. Employees feel more engaged and motivated with everyone striving towards a common goal of 'quality'. In today's competitive business landscape, maintaining high quality is not just a necessity—it's a strategy for survival and success. Total Quality Management provides a structured approach for achieving superior quality and efficiency. Total Quality Management is not a one-time event; it's a long journey of continuous improvement (Quality Gurus, 2023). In addition, Total Quality Management is a comprehensive management technique that aims to improve product and service quality by integrating every employee in the business in the process of continuous improvement. TQM strives to optimize production processes in the setting of a food and beverage facility to ensure that high-quality goods are consistently delivered to consumers. This makes the food and beverage business highly regulated,

with strong quality and safety requirements that must be met to ensure that the items delivered to consumers are safe to ingest. Failure to satisfy these requirements can result in serious consequences such as product recalls, brand harm, and legal liabilities. Total Quality Management is a systematic quality management technique that ensures that every component of the process is designed, implemented, and monitored to satisfy these criteria. Total Quality Management strives to optimize production processes to eliminate waste and downtime and enhance overall manufacturing efficiency. This saves money and guarantees that products are delivered on time to customers. Delivering high-quality items consistently increases consumer happiness and loyalty. This, in turn, contributes to the development of a strong brand image and supports corporate growth. Total Quality Management helps reduce costs by improving manufacturing processes and decreasing waste, which may then be passed on to customers in the form of lower prices. This also contributes to the company's profitability (Planet Together, 2023). Any effective strategic implementation aimed at boosting sustainable performance in the food and beverage industry must take into account the TQM effect on organizational excellence (Akanmu, 2020). Sustainability issues for Philippine casual dining restaurants have been a widespread problem in the current condition. The paper of Baluyot and Caluza (2021) presented a brand standard mechanism model made up of six brand dimensions as part of a strategic brand mechanism for casual dining restaurants: brand management, brand service performance, brand safety protocols, and sanitization, brand technical and operational design, brand menu selection and pricing, and brand awareness and sustainability. It is established that casual dining restaurants' health and hygiene have proven to be the most difficult, considering the current level of customer service and satisfaction. Additionally emphasized is the influence of consumer choices and satisfaction. Initiatives in TQM have been an important tactic for increasing organizational performance and improving consumer satisfaction. There is a positive association between food quality, restaurant service quality, physical environment quality, and customer satisfaction with the revisit intention of customers at fast food restaurants. Additionally, word of mouth does not moderate the relationship between customer satisfaction and the revisit intention of customers (Rajput and Gahfoor, 2020). Enhancing a company's efficiency through the active participation of every organizational member is seen to be a method for controlling and continuously improving the entire organization (Afzal, 2022). A review of various literature indicated that the majority of studies are focused on fast-food and fine-dining restaurants, thus, the core emphasis of this study is on

TQM practices in fast-casual restaurants in Baguio City. Fast-casual restaurant ideas provide the ease of fast food without the full service of fine dining. A more appealing sit-down is offered with fast casual dining. This study determines the connection between the different attributes such as the service, food, and physical environment attributes with the key restaurant management services dimensions such as customer satisfaction, management operations, and company brand dimensions of the food and beverage sector.

A powerful brand helps a business remain in customers' minds by acting as its physical or metaphorical representation. Restaurant brands are developed through customer touchpoints. The food served, the signs, and how the staff interacts with customers carry the brand. In the very competitive and demanding restaurant industry, consistency in branding could make the difference between sticking out and closing down.

The restaurant's brand serves as a vehicle for communicating both tangible and intangible features. It's how management sets itself out from the competition and develops stronger relationships with clients (Ahmadian, 2021). The restaurant gains individuality and identity through a strong brand. A company can raise its name recognition and create expectations for the dining experience to attract customers who are looking for something unique. If the food is delicious, patrons are more likely to remember and recommend a restaurant. Patrons of a restaurant can learn more about its characteristics by looking at its brand. It sets the restaurant apart from its competitors and provides a business character. Potential clients are communicated with by a strong brand using both visual and emotional cues. Many facets of the restaurant industry, from marketing to interior design, are influenced by a good brand. A restaurant owner might obtain a competitive edge by developing and utilizing his brand. A brand encompasses the complete dining experience at the institution and goes beyond the emblem alone. It starts with a core idea that motivates the business, like giving sophisticated comfort food or providing a novel spin on ethnic cuisine. The public brand promise is developed from the fundamental idea and communicated to consumers through marketing and advertising. The visual elements of a brand support the brand promise by using the logo, colors, typefaces, and picture styles (Smith, n.d.).

Customer satisfaction is critical to any business organization's revenue, sales, growth, and overall performance. Customers cannot be maintained if they are not satisfied, and the company's sales and revenue will continue to decline. Customer satisfaction ensures a strong position for commercial enterprises, giving them a competitive advantage in the market. The restaurant industry provides a wide range of food goods and services to

a diversified consumer base. The restaurant industry is the only one with so many small, large, and chain eateries. Fast food, in particular, has become more popular in the restaurant business than any other service. These restaurants earn public recognition based on the food they serve and how well they treat their customers as a whole. As a result, restaurants are continually looking for new methods to attract consumers, and as demand grows, so do their service options and quality. Maintaining a relationship with a current customer base is significantly less expensive than recruiting new ones through promotional activities, which is a well-known economic reality. Customer satisfaction is critical for any business since quality products or services are required to retain customers. Because of the high quality of the food and services, regular clients frequent the restaurant daily or weekly. As a result, the restaurant sector is one of the most profitable industries in the world. Businesses that invest more in service quality to increase customer satisfaction remain ahead of their rivals (Kabir, 2023). Customer satisfaction is the secret ingredient that drives every successful restaurant. This involves getting the restaurant management and staff involved to find out what customers like and dislike (Schulfer, 2020). In a world where customers are always looking for the greatest value, restaurants must focus on customer satisfaction more than before. Satisfied customers are more likely to return and suggest the restaurant to others, whereas dissatisfied customers can harm the business's reputation with only one negative review. The degree to which a guest is pleased with a product or service is referred to as customer satisfaction. Customer satisfaction in the restaurant sector can be influenced by factors ranging from food quality to service speed. Furthermore, delighted customers are more likely to suggest the restaurant to others. Word-of-mouth (WOM) marketing is one of the most powerful forms of advertising. Moreover, delighted customers are more likely to suggest the restaurant to others. Word-of-mouth marketing is one of the most powerful forms of advertising. Customer satisfaction can make or break any restaurant's business, regardless of its size, location, demographics, or even food quality (Bloom Intelligence, 2023).

Fast casual dining establishments are growing in popularity as customers choose convenience and quick service to the formality of table service. A self-service fast-casual restaurant frequently has a narrow menu with freshly prepared meals. Usually, diners take their food home with them or choose a table; however, if they place an online order, they can have their meals delivered or picked up. Compared to QSRs or fast food outlets, fast-casual restaurants often have fewer seats, but they typically place more focus on in-house dining than QSRs. Generally, customers order at the counter and then pick their seats. As a result, costs are reduced and food is

delivered to customers more quickly. Many fast-casual restaurants are experimenting with table service to entice more patrons, blurring the lines between fast-casual and informal dining. Another distinguishing feature of fast-casual restaurants is that they often have an open kitchen so customers can observe their food being prepared. Customers enjoy a more transparent and dependable dining experience as a result. The cuisine served at quick casual restaurants is often regarded to have taken more time to prepare than other fast food since they cater to customers looking for a quick, quality meal. Foods that are freshly created and made to order are commonly emphasized in fast-casual cuisine. Fast-casual restaurants can serve almost any cuisine, but the most often ordered items are burgers, sandwiches, salads, and burritos. Customers can design the ideal meal by customizing several menu items (Sinha, 2022).

Fast food is regarded as a thriving industry that includes "quick-serve restaurants" in the Philippines and other nations. Fast food is becoming increasingly popular among people for three major reasons that it has been found to expand over time: it tastes good, it's convenient, and it's affordable (Empleo, n.d.).

The physical environment of a restaurant plays a significant role in establishing its reputation and drawing customers in for a meal. An appealing outside and interior will entice customers to visit the business and utilize the services provided. The facility's aesthetics, ambiance, lighting, layout, and table settings have all been evaluated based on customer satisfaction. Lighting has been found to have the biggest and most profound effect on customer satisfaction. As a result, restaurant owners ought to consider adding good lighting to their spaces to please their patrons and pull in more people who might wish to use the area for eating and socializing (Ngah,2022). The restaurant's physical environment influences customers' pre-purchase decisions, post-purchase quality assessment, and satisfaction with associated items and services. The function of the physical environment in influencing customer behavior and developing a provider's image is particularly important in the restaurant industry (Booms & Bitner, 1982; Bitner, 1992; cited in Singh and Band, 2021). The six physical environment elements (servicing staff, facility aesthetics, layout, atmosphere, eating equipment, and lighting) have a considerable relationship with overall service quality, which is strongly related to customer happiness. For the majority of customers, having a memorable experience at restaurants means seeking out exceptional cuisine and services. When dining out in a restaurant, customers consciously (or unconsciously) experience their physical surroundings before, during, and after the meal. While the food and service must be of acceptable quality,

pleasant physical surroundings such as décor, antiques, layout, and music may influence overall customer satisfaction and subsequent consumer behavior to a great extent. Thus, customers may respond to more than just the quality of the food and service when evaluating their experience and building their attitudes toward a provider (Singh and Band, 2021).

The quality of food service has grown vital, and new analytical techniques for evaluating service quality enable a better representation of service operations and boost repeat business. Food quality, reliability, attentiveness, and atmosphere dimensions of service quality directly impact the intention to return. The consistency and attention to detail of the service team, as well as how crucial the surroundings are for repeat business. Managers must ensure that they have received training in providing culturally appropriate communication and services for workers to succeed in service-related fields (Bichler, 2021).

The term "restaurant image" refers to the first impression that a consumer has of a restaurant when it is mentioned. Therefore, the evaluation and maintenance of a positive restaurant image are essential for restaurants, including fast food restaurants (FFRs). Yet, assessing and enhancing a restaurant's reputation is difficult because it takes into account numerous service characteristics linked to varying degrees of unidentified priority (Krishnan, 2022). A thousand words are worth a thousand pictures. The most potent and under-discussed marketing tool for restaurants trying to stand out is the use of visually compelling photos online for websites, review sites, or digital ads. Food photography is very valuable for restaurant marketing for several reasons, including initial impressions influencing guest selections, improving online sales, and photos extending links to the business (Kenny, 2020).

The Navy Air Systems Command originally invented the term "TQM" to describe its Japanese-style management approach to quality improvement. It uses knowledge of the concepts and methods of the behavioral sciences, analysis of quantitative and nonquantitative data, economic theories, and process analysis as a general methodology for continuously improving the quality of all processes. Although TQM has been used in management operations for many years, its definition and descriptions have evolved. Total Quality Management is a breakthrough in management since it emphasizes continual process improvement to maximize customer satisfaction. Total Quality Management is the name for the philosophy of a broad and systemic method for handling organizational quality. It evolved from the idea of advocating it as scientific management (the 1920s), to statistical and control analysis (1930s), then to the promotion of zero defects for quality improvement of many companies (1950s), after

which came (1960s) quality management system (TQM History, 2023). The ideas and practices of TQM have been extensively studied in literature studies of contemporary management, particularly about firm performance. A business management strategy known as TQM aims to raise an organization's management quality and, as a result, its competitiveness and the value it offers to customers. Because it engages all divisions, departments, and levels of the organization in the process, TQM gives businesses a competitive advantage. A coordinated management method will cut production costs and boost output production's efficiency and effectiveness, which will improve overall business performance (Dihardjo and Ellitan, 2021).

The term "restaurant operations management" describes how the business manages all the daily duties required to keep the restaurant open and operating. This includes handling everything from inventory to employee coordination to financial management and everything in between. Restaurant owners have a lot on their plates with a variety of duties and operational responsibilities. A sound restaurant operations management strategy makes sure everything functions properly so the company functions like an efficient machine. For a wonderful dining experience, this entails bridging the gap between front- and back-of-house operations. Operations management seeks to increase effectiveness and guarantee that there are no trouble spots in a restaurant's daily operations. In the end, effectively running operations leads to a more successful and productive company (Perfect Venue, 2023). This study investigated how fast-casual restaurant managers and/or supervisors perceive TQM methods that are oriented on the idea of quality in terms of services, food qualities, and physical restaurant environment linked to the corporate brand, management activities, and client happiness.

Customers are critical to the success of a firm. As a result, it is necessary to develop a strategy for how the firm will handle customer service. Customer service theory can assist businesses in understanding the principles of good customer service so that they can adopt them to provide their consumers with what they want. There are numerous customer service approaches, but they all have one thing in common: keeping consumers satisfied. Customers are more inclined to return if they are pleased with their interactions with the company. This is how firms may foster client loyalty and trust. When developing a customer service plan for a firm, the company must identify what it hopes to achieve. Building a loyal client base, lowering returns and warranty claims, enhancing customer satisfaction, improving sales procedures for customers, and eliminating bad user experiences are all examples of customer service goals. It would be easier to design policies

and processes for employees to attain these precise goals with the business-specified targets. For example, if a company wants to enhance customer satisfaction, it can conduct surveys with customers to determine their feelings and then try to address any concerns that frequently arise. The principles of good customer service can be applied to any firm, regardless of its objectives. Speed, transparency, availability and accessibility, friendliness, simplicity, empowerment, accuracy, and details are among these principles. Employee response time or the time it takes to address a customer issue are examples of speed. Transparency is critical in providing explanations to issues expressed by clients, particularly when anything goes wrong during service delivery. The number of contact channels available for the firm to reach out to customers, such as phone, email, web chat, and social media, is referred to as availability and accessibility. Customer service relies heavily on friendliness. By teaching them, employers must ensure that their employees are always polite, fair, and nice to their clients. The firm must ensure that communication and processes are clear and straightforward for customers to grasp. Customer empowerment refers to the ability of customers to participate in service delivery (self-service) and provide feedback. Accuracy is a vital factor in ensuring that the firm is providing the best service possible to its consumers. This necessitates the employer training staff and providing them with tools and processes to ensure that clients receive the right and precise services. Finally, paying attention to the minor pieces or features of the service component is important because this is what might lead to greater problems. As a result, employers must ensure that their employees are meticulous and detail-oriented. These principles might be re-prioritized based on the goals that the company wishes to attain. For example, if a company is aiming to enhance customer service and has been told frequently by customers that the service is too slow, emphasizing and using the speed principle will assist the business in resolving this issue. If customers have complained that an employee is disrespectful, the friendliness principle is a good principle to start with. The way businesses serve their customers is an important aspect of their operations. Keeping customers satisfied helps the firm grow, thus the customer service plan must be carefully considered. A customer service strategy describes how a company will connect with its customers. A thorough approach involves factors such as hiring the correct customer service agents, offering proper training to client-facing staff, creating loyalty programs, and employing dispute resolution techniques. A customer service plan must be executed in every aspect of the firm to be successful. It cannot be limited to customer-facing teams. Instead, customer service strategy must come from the top down and be consistent with an

organization's overarching vision, mission, and values. Having defined targets is also part of the customer service strategy definition. Consider the goals when developing the customer service approach. A strong customer service plan focuses on the consumer's demands. Organizations must undertake need-focused assessments using market research, focus groups, satisfaction surveys, and customer feedback cards rather than guessing what customers want. Organizations can gain a data-driven understanding of what their customers require from them (Ahmed, 2019). Customer service has come a long way since merely utilizing emails to connect. Businesses must now use many communication channels to persuade customers to choose them over the competition. However, there are other aspects of customer service that businesses should be mindful of these days. Customer loyalty, satisfaction, a better customer experience, more revenue, and a stronger company image are all advantages of good customer service. Building a consistent and loyal consumer base takes time. Focusing on contacting current and prospective consumers in the right manner can ensure long-term success. This means that when a customer is fully committed to a brand, he or she will not purchase things from other companies. Customer satisfaction and customer experience are inextricably linked. Customers are willing to pay a premium for a better experience. They expect the company to go above and above to give them superior service. Being able to provide excellent service to consumers leads to overall customer satisfaction. In today's diversified and highly competitive environment, providing outstanding service is critical to long-term business. Being freely accessible via numerous support channels, acknowledging service requests, and responding to consumers promptly are all essential components of excellent customer service. Consumers today are impatient, and they expect their service demands to be handled swiftly and efficiently. The foundation of excellent customer service is common politeness. For example, when interacting with customers, be nice, and helpful, and follow proper service etiquette. As consumers engage with companies through different media, providing consistent favorable experiences is critical. Furthermore, consumers are increasingly demanding a simple and cohesive service experience across all touchpoints and interactions. Thus, providing a consistent customer experience across the customer journey promotes customer happiness and confidence (LiveAgent, 2021).

The "expectation confirmation theory" is another name for this theory. This implies that a customer's decision to repurchase a good or service is greatly influenced by their prior usage of that good or service. Oliver (1980) introduced this theory and made the case that expectations for a product's performance may be seen as a level of adaptation and then used

this theory to investigate consumer pleasure. He suggested using anticipations as a baseline for comparisons. According to the theory, customers assess their satisfaction with a product about their performance expectations. If the performance goes above and above expectations, there should be a boost in satisfaction. If the performance falls short of expectations, a decline in satisfaction is expected. Customer satisfaction improved with positive disconfirmation (perceived performance above expectation), but it decreased with negative disconfirmation, so disconfirmation is expected to have an impact on customer satisfaction and is positively connected with it.

Objectives of the Study

This study attempts to address the theoretical gap in the quality of the services, food, and physical environment attributes of the restaurant associated with key restaurant management services dimensions that define the TQM practices of fast-food casual restaurants in Baguio City. Specifically, the study aims to determine the concepts of quality in terms of service, food, and physical attributes of a restaurant within the context of customer satisfaction, management operations, and company brand as perceived by the establishment's supervisors and/or managers.

Methodology

This study employed a qualitative research method designed to capture respondents' perspectives of TQM practices within the context of key attributes and dimensions of the restaurant operations. The study utilized a case study system in the collection and analysis of narrative data employing interviews and observation. The respondents are employed at 7 local fast-casual restaurants in Baguio City. The participants in this study are composed of 1 team leader, managers (3), and supervisors (3). In terms of years of experience with their present employers, one of the respondents has been with the company for 3 months while the longest one is within two years. This paper employed purposive sampling on account of their engagement, experiences, and familiarity with the business operations of the establishment. The study used a structured interview as the main instrument to generate the data by employing the same set of questions asked of each of the respondents.

This study employed thematic analysis to explore and interpret qualitative data using open-ended questions. The study captured the pattern of the narrative perceptions of the respondents that are focused on the vital

attributes and dimensions of managing a restaurant that describe the TQM practices of the establishment.

In keeping up the anonymity of the respondents, the letter of introduction emphasized the non-disclosure of pertinent data as regards their identity as well as that of the company in any parts of the manuscript. The communication letter included the purpose of the study which is exclusively for academic purposes and therefore confidentiality is observed.

Results And Discussions

Table 1 presents the value of service attributes on customer satisfaction, management operations, and company brand. Respondents in this study (Table 1.1) generally equated quality service and customer satisfaction with prompt, efficient, and dedicated delivery that ultimately leads to business profitability. Accordingly, quality service affects guest experience which is greatly influenced by how the establishment acts and manages customer needs. Customer feedback is an important aspect that allows the establishment to improve – which is the very essence of total quality management. Management operations define the success of any business organization through its people. Respondents in this study (Table 1.2) mostly view that providing quality service is highly attributed to employees' competency, training provision, employee empowerment, and company culture among others. These attributes are expected to keep employees productive and loyal to the company's mission of consistent high-service delivery, thus, serving as a means to prevent customer complaints. High-quality service delivery (Table 1.3) is closely linked to the overall brand of the company. This makes the service attributes build positive or negative reviews that either build brand image or damage the restaurant image if not properly managed. Service delivery along with unique product offerings greatly defined the customer dining experience. Eventually, service quality in a restaurant has a significant impact on customer satisfaction, management operations, and the company brand.

Table 1. *The value of service attributes on customer satisfaction, management operations, and company brand*

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What are your thoughts about service attributes relative to the total quality management practices of the establishment? How do service attributes affect customer satisfaction, management operations, and the company brand?

1.1. Customer Satisfaction

R1: “Service quality has a great impact when it comes to customers. Once a customer is satisfied with the service given by an employee, customers will come back or will keep patronizing the company or the establishment they are satisfied with.”

R2: “A satisfied customer will be a regular customer. It involves personal dedicated service that will make guests feel special and will lead them to be back.”

R3: “Service quality in a restaurant has a direct impact on customer satisfaction. If the restaurant staff is friendly, attentive, and efficient customers are more likely to be satisfied with their experience. Positive customer satisfaction leads to repeat business, positive word of mouth, referrals, and ultimately, higher revenue for the restaurant.”

R4: “Excellent customer service is to provide the needs of the customer by checking the availability of our resources. We do have to instill that the “customer is always right”. So as much as possible we cope with our customers’ feedback and improve in the areas in which we lack. When we improve the service, our customers will be happy. If our customers are happy, the higher chances are they will be our loyal customers.”

R5: “Being responsive to the customers’ needs that are addressed promptly and efficiently makes them feel that they are important and would feel that their needs are being met and that would consist customer satisfaction. “

R6: “Quality and good customer service affect our guest experience which leads them to try some more, invite friends and family, and have the chance to post through social media recommendations that can attract more people.”

R7: “Service quality is one of the top priorities of the company whether it be from our employees or our products. Knowing the market’s needs is what we need to know in able to provide the best quality to the majority without breaching hospitality standards.”

1.2 Management Operations

R1 Service quality has a great help with management operations. The more a customer is satisfied the lesser the probability of having a customer complain.

R2 I believe that excellent management will result in empowered people, thus resulting in excellent food and service. Conduct regular training for your people.

R3: Effective management of a restaurant requires a focus on service quality. If the restaurant is consistently providing high-quality service, this indicates that the management is doing its job well. This includes hiring and training competent staff, ensuring that they are equipped with the necessary tools and resources to provide quality service, and monitoring performance.

R4: Managerial operation is like employee empowerment such that the management must be able to improve the skill set of employees as well as the functioning of the entire business of the establishment.

R5: If employees demonstrate a high level of service quality, it can positively impact management operations. For example, if employees are reliable and consistently deliver the promised service, it can lead to customer loyalty.

R6: Good management and handling of people makes them stay longer and makes them more productive.

R7: Management operations are the key to the success of any business. To make it a success, know more about the market and your people to create a positive culture. With this, it would be easy to operate the business with its standards and innovate to create a positive environment.”

1.3. Company Brand

R1: “When it comes to branding, a customer may advertise their service experience to others. Especially during these times, more customers refer to the experience of others than experiencing themselves for the first time.”

R2: “An excellent service will increase any company brand due to good reviews.”

R3: “ Service quality in a restaurant is closely linked to the overall brand of the company. A restaurant that consistently provides high-quality service will build a positive reputation for its brand, which can lead to increased customer loyalty and positive word-of-mouth referrals. Conversely, a restaurant that consistently provides poor service may damage its brand reputation and struggle to attract and retain customers. Service quality in a

restaurant has a significant impact on customer satisfaction, management operations, and the company brand. by focusing on providing high-quality service. A restaurant can improve all 3 areas and ultimately increase its success and profitability.”

R4; The restaurant for every kailyan (townmate) all over the region as well as our friends from different regions and countries. We offer authentic Cordilleran cuisine, bread, and pastries. We also do catering events on your special occasions.”

R5: “Customers are more likely to associate their experience with the company’s brand.”

R6: “Unique brands and products affect people’s curiosity which leads to trying our products. In this way, we can prove that our product is a must-try.”

R7: “Creating a brand image is difficult and maintaining it as well is also challenging. each location is also different and can affect a company’s brand image. To accomplish a positive brand image, always know the market (their needs and wants).

TQM is critical for boosting customer satisfaction since company processes are designed with higher-quality items as the top priority. As a result, the company's value to its customers rises, justifying a higher price point for products and services. All of this eventually leads to increased earnings for the company (Needle, 2023). The systematic method of TQM is primarily reliant on process flowcharts, TQM diagrams, visual action plans, and recorded processes. To ensure necessary procedures are taken at the right moment of production, every member involved in the process must be aware of and educated on their portion of the process. These procedures are then continuously examined to better understand process flaws. Total Quality Management keeps all parties engaged in the production process and accountable for the end product or service's overall quality. Total Quality Management is commonly defined by eight guiding principles, which range from focusing on consumers to continuously improving and adhering to processes (Barone, 2023).

Service quality is critical in a company's operational activities since it has a large impact on customer satisfaction and loyalty (Sutrismo et al.,

2019). Service quality and client happiness are commonly acknowledged as key factors in the establishment of purchase intentions. Companies must understand these concepts to acquire a long-term competitive advantage and retain customers. Customer attitudes influence satisfaction and behavior, which eventually leads to loyalty (Vu, 2021).

It is vital to treat the client as the market king. The level of probability between a company's product and a customer's view is that the happier a customer is with the quality and types of products, the more profit will occur. This is measured by customer satisfaction, which is another way of saying that it is a highly crucial factor for a company's product (Ali, et al., 2021). Customer satisfaction measures how pleased customers are with a product or service. It can mean the difference between success and failure for many enterprises. Customer happiness is crucial since it shows whether or not the customer base loves what the company is doing. It serves as a baseline and metric in measuring the worth of the company's product and service quality to customers (Franklin, 2023).

In a company organization, operations management is crucial since it aids in the efficient management, control, and supervision of products, services, and employees. It affects every industry and area. It seeks to increase effectiveness and guarantee that there are no trouble spots in a restaurant's daily operations. Making sure the hiring and training processes are as effective as possible is therefore crucial. To enhance daily business operations, it is important to hire the best candidates and onboard them correctly. Maintaining a uniform approach is essential to ensuring that all new hires go through the same training procedures and receive all the necessary training. By holding regular employee meetings, it is essential to conduct ongoing training that will keep everyone's knowledge current and help the business address inefficiencies as it finds them (ibid). Giving front-and back-of-the-house staff the power and responsibility to make decisions that can boost morale and enhance customer service is known as employee empowerment. Management must first clarify the service criteria, such as guaranteeing that every customer is satisfied, to expect staff to make wise judgments. Employees have a direction to follow while making decisions when the goals are established. Otherwise, they won't be able to solve client or customer problems with the same level of confidence (Kokemuller, 2023). What it means to be a part of a restaurant setting is defined by a set of ideals called restaurant culture. This covers things like the company's goal and mission, corporate identity, standards and conventions, procedures, and even the language used by the staff and in menus and other written materials. (Izard, 2021). The employees will be better able to appreciate the company's values if they are aware of the culture. Restaurant culture refers

to how and why management conducts business in the establishment. The employee experience is determined by the organization's basic beliefs, systems, practices, and other factors. additionally, the visitor's experience (Constantino, 2022).

Rajput and Gahfoor (2020) affirmed the views of respondents stating that customer dining experiences are impacted by the quality of restaurant service. Consumers' first impressions and perceptions of quality are influenced by service quality. Customers receive high-quality service from the service sector to gain a long-term competitive edge. Service excellence can boost the business's reputation and profitability. Service quality can directly affect the company's capacity to meet client demands while maintaining competitiveness, regardless of the industry. Sales can be increased by a restaurant's brand. Customers are more likely to do business with a company whose services they believe to be of excellent quality. Additionally, clients are more inclined to continue making regular purchases from businesses with great service quality. It saves money on marketing (Indeed, 2022). The restaurant business is a crowded and competitive space. It takes commitment and focused effort to build a brand that connects with the customers and keeps them coming back. The benefit? – a dependable customer base and a long-lasting restaurant business. One of the most valuable features of a company is its distinctive brand. It serves as the management's compass, ensuring that every choice is consistent with the restaurant's goal, vision, values, and purpose. Customers are more likely to feel favorable about their dining experience when the restaurant has a carefully considered brand. This is the influence of effective restaurant advertising (Duyne, 2023).

Table 2 shows the value of food attributes on customer satisfaction, management operations, and company brand. The views provided by the respondents (Table 2.1) indicated that the quality of food attributes is an essential factor in customer satisfaction. The respondents mentioned that among these attributes include taste, presentation and appearance, portion size, temperature, and aroma among others. Exceeding customer expectations attributed to high-quality food characteristics can lead to repeat purchases and intention to visit the establishment. However, it has been noted that sustaining the consistency of the food features remains a challenge to restaurant outlets. Thus, continuous efforts of monitoring competitors should be undertaken that would allow the business to be competitive and serve as an enabling tool to improve the quality as needed. Satisfied customers are willing to pay a high price for the restaurant's

offerings in keeping up with the expectations of food quality. Managing restaurant operations is directly linked with standard operating procedures (SOPs) in the production area of the establishment (Table 2.2). The kitchen is the focal point of production. Some of the elements of standard operating procedures include keeping with the sanitation and cleanliness policy in the food area preparation. Moreover, fresh inventory of raw ingredients must be available and constantly monitored to keep their good quality which has a direct impact on the quality of the finished products offered by the establishment. They are important parts of the SOPs to ensure consistency in the quality of food and improvements necessary for customer satisfaction. The name of the restaurant is directly associated with the brand reputation of the establishment (Table 2.3). Consequently, consistently high food quality is the foundation of positive reviews and word-of-mouth (WOM), as well as an increasing volume of loyal customers otherwise the food outlet, may struggle to engage its attention to customer complaints. Consistently serving low-quality food and its attributes may damage the image of the restaurant. This aspect of failure, therefore, requires immediate action to manage the brand image of the restaurant. The company brand is also associated with the taste, savory and unique regional food offerings.

Table 2. The value of food attributes on customer satisfaction, management operations, and company brand

What are your thoughts about food attributes relative to the total quality management practices of the establishment? How do the food attributes affect customer satisfaction, management operations, and the company brand?

2.1. Customer Satisfaction

R1: Food quality has a great impact on customer satisfaction, not just on the taste, but also on the way it looks. Presentation of food appetite of a consumer. Once they are satisfied with the taste and the look of a product, more likely they will also attract the will return to purchase more.”

R2: “Good food will result in a good mood. We eat not just to satisfy our stomach, but to satisfy our taste. Prioritize food quality and you will increase your customers’ quantity.”

R3: “The quality of food served in restaurants is one of the most critical factors that influence customer satisfaction. Customers expect the food to

be fresh, tasty, and prepared to their liking. Additionally, food attributes such as presentation, portion size, and temperature can also affect customer satisfaction. If the food quality is poor, customers are likely to be dissatisfied and may not return to the restaurant. on the other hand, if the food is of high quality and meets or exceeds customers' expectations, they are likely to be satisfied, leading to repeat business and positive word-of-mouth referrals”.

R4: “Serving quality food rather than quantity is a major factor when we serve quality food to customers it means we need to serve the best that we have to offer. Again, we must remember that we need to satisfy our customers to be our loyal customers. When they are satisfied, they will return to dine in because they know that we serve with standards and beyond their expectations.”

R5: “Customer wants their desired products to be of the best quality from food to service. This includes the ambiance, aesthetics, taste smell, and everything about the four walls of the company.”

R6: “Quality foods being served to customers has a big effect on them. It will fall to “every single penny is worth it” even though we serve expensive products. In the end, we always assure that the products being served are worth every penny.”

R7: “Our company has provided quality food and beverage products that are approved by the majority. Taste, appearance, and aroma are already given as a standard. The challenge is what can we do to innovate to keep our customers coming back. Checking competitors is also a big help in providing quality food and beverages. This allows us to create something that others do not have. There are a lot of factors that can be of help to create food and beverage products. To keep it short, innovation and checking the customer's preference will always be the number one source quality.”

2.2. Management Operations

R1: “Food quality may also affect management operations. The more a customer is satisfied with their food, The less they intend to make a complaint”

R2: “Following Standard Operating Procedures and monitoring the kitchen's cleanliness and sanitation will lead to excellent food quality.”

R3: “Effective management of a restaurant requires a focus on food quality and attributes. The management should ensure that the restaurant is using fresh, high-quality ingredients and that the kitchen is properly equipped and staffed. Monitoring food quality and attributes can help identify areas for improvement and enable the management to make adjustments to improve overall operations. For example, if customers consistently complain about a specific dish, the management can adjust the recipe or remove it from the menu to improve customer satisfaction.”

R4: “The management has its role when it comes to food quality. We make sure that we are supplied with the best stocks and supplies from the market. The best spices and herbs, the best quality of oil rather than the large cheap cans of oils that affect the taste of our food.”

R5: “The business should focus on maintaining the quality that levels with the customers”

R6: “Good management leads to smooth operations in all areas or stations. It also helps every staff to work effectively and efficiently. Serving with quality helps every customer get their desired satisfaction.”

R7: “Standard operating procedure is always the guide to the success of any operation. As for the food, we always have a standardized recipe for all food and beverage products to have a consistent outcome. This will create a uniform taste, looks, and aroma. We also provide relaxing and quality service wherein all employees need to have proper product knowledge. “

2. 3. Company Brand

R1 “When it comes to branding, most restaurants are most likely known for their food. Once a restaurant serves the more likely the company brand to be known.”

R2. “Excellent food will increase any company brand due to good reviews

R3:” Food quality and attributes can have a significant impact on a restaurant’s brand reputation. A restaurant that consistently serves high-quality food and pays attention to attributes such as presentation and portion size will build a positive reputation that can lead to increased customer loyalty, positive reviews, and word-of-mouth referrals. Conversely, a

restaurant that consistently serves low-quality food or neglects food attributes may damage its brand reputation and struggle to attract and retain customers.

R4: “Food quality for the company brand is to make sure that we are consistent with the services making sure that we have not changed drastically with the services provided to our customers.”

R5: “The company elaborates on its unique food presentation and the authentic cordilleran dishes that boost the brand image of the business.”

R6: “With the brand image of the establishment and with proper management. It will also help us create loyal customers.”

R7: “Our brand image is more on the service and quality of food and beverage products. When customers hear the restaurant’s name, it rings to their mind the savory and good taste of our products. We provide the best food to our customers and if ever there will be concerns and complaints, we address them immediately to avoid staining the name of the company.”

According to Tree (2023), the quality of the dish is one aspect that influences patron pleasure in restaurants. Depending on the kind of business and the customer, portion size is a factor that may or may not be significant. The quality of the meal as a whole is also influenced by how delicious the food is and how it is presented. Meanwhile, Keeffe (2019), mentioned a major factor in how customers perceive food is the aroma. However, after trying the food for the first time, many people steer some opinions because they don't appreciate the peculiar or bland flavor. Healthy food's reduced fat, sugar, and salt content can be made up for by aromas, which also make the dish more palatable.

It is crucial to make sure that all processes involved in food production go off without a hitch when managing food production. Management must possess a wide range of abilities, including those related to administration, sourcing high-quality ingredients and selecting the best menu options, sanitation, and nutrition, hiring staff, communications, and technology. Along with innovative and astute market trends, menu innovation, and food preparation styling are equally important jobs so that their brand or business may regularly create new recipes to draw in clients (Mullana, 2020).

It is easier to track, monitor, and analyze ongoing operations and their associated results when food and beverage organizations build standardized procedures with the aid of an effective quality management system. It aids in understanding what's working and what isn't so that appropriate adjustments may be made to the current processes. To promote a culture of continual development, this practice must continue. Continuous improvement is enabled through quality management procedures that have been streamlined. Since the end customers ingest the provided goods directly, adherence to quality is the fundamental norm to live by in the food and beverage industry. Furthermore, the procedure involves several supplier chains. The consumer's health as well as the reputation of the brand could suffer greatly from ignoring quality at any point. A simple set of practices should be used regularly to prevent any quality problems. It cannot be a sporadic endeavor. The food and beverage business must enable organizations to comprehend quality objectives and achieve fact-driven continuous improvement with considerable flexibility and scalability to manage the quality of all consumable commodities (Qualityze, 2023). A good restaurant maintains a high standard for the quality of its food and makes sure that each meal is of the same caliber. Serving delicious meals can help the restaurant develop a positive image and encourage repeat business from customers. Serving consistently outstanding meals requires both top-notch ingredients and a skilled chef (CRON, 2021).

Table 3 presents the value of the physical environment of the restaurant on customer satisfaction, management operations, and company brand using the views of respondents in this study. Excellent ambiance; decoration; choices of color within the premises and furniture and fixtures, lighting, clean surroundings; and parking areas are some indicators of the physical environment of a restaurant (Table 3.1) that satisfies customers' dining experience. Besides the ambiance, cleanliness, and spacious area, the success of optimizing the restaurant business relies on a well-designed, properly maintained environment, and managing customer waiting time (Table 3.2). A well-designed property facilitates efficient workflow and congestion reduction in the front and the back of the house operation. The facility design is useful to prevent potential accidents from happening giving rise to the importance of preventive maintenance that ultimately impacts the bottom line. Proper pest control management is significantly necessary for restaurant operations. Inherent in understanding the physical environment of a restaurant are the attractiveness of the ambiance, the well-maintained physical environment, and the comfortable and relaxing mood the place has to offer (Table 3.3). What pleases the sense of sight that stands

out and is memorable to customers is the quality of the physical environment that meets the expectations of the customers. All these factors can contribute to the success of business operations, boost the company brand, and eventually the bottom line.

Before, during, and after their meal, customers who are dining out in a restaurant consciously (or subconsciously) feel the physical surroundings. The level of overall customer satisfaction and future customer behavior may be significantly influenced by pleasant physical surroundings. They include the decor, artifacts, layout, and music, even though the food and the service must be of acceptable quality. In other words, customers may take into account aspects outside merely the quality of the food and service when assessing their experience and creating their opinions of a provider (Singh and Band, 2021).

Because the physical environment is so crucial in the restaurant business, restaurant managers must plan, build a fresh restaurant image, and regularly revise it to differentiate the business from competitors. Continuous client feedback along with various styles of decoration or music can be used to constantly renew the ambiance. Restaurants should pay more attention to the quality of their dining equipment, the aesthetics of their facilities, and the service staff. Employees at supper restaurants should be professional in their interactions with customers, as well as talented, friendly, and helpful (Cetinsöz, 2019).

The physical surroundings of the firm can significantly affect how clients or consumers feel about it. Paying attention to the physical environment's image can have a favorable or bad impact on perception and sales, which can affect a company's bottom line. Customers may react differently, both physically and emotionally, depending on how the establishment is designed and how the goods are displayed. In this way, there is a direct and advantageous relationship between the physical environment and the client experience.

Table 3. *The value of physical environment on customer satisfaction, management operations, and company brand*

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What are your thoughts about the physical environment attributes relative to the total quality management practices of the establishment? How do the physical environment attributes affect customer satisfaction, management operations, and the company brand?

3.1. Customer Satisfaction

R1: “The physical environment may affect customer satisfaction by the way it looks, the decorations, etc. Once a customer is satisfied with the ambiance of a restaurant, it will eventually increase the loyalty of a customer.”

R2: “Excellent ambiance will complete the customer’s dining experience.”

R3: “The physical environment in which food is served can have a significant impact on customer satisfaction. A clean, well-lit, and–maintained environment can create a positive impression and contribute to a pleasant dining experience. On the other hand, a dirty, poorly maintained, or cluttered environment can negatively affect customer satisfaction, even if the food is high quality. Therefore, ensuring that the physical environment of the food service area is of good quality can help to enhance customer satisfaction.”

R4: Because of the demands of our customers to be nearer to their residence and also have adequate space, we branch out to areas where we know there would be a large target market. For example, the restaurant extends its branch at La Trinidad, the La Trinidad branch has a wider space for parking areas than the branch at Session. Customers may be able to move around, mingle and stay longer.”

R5: The most important aspect that our outlet keeps in mind when operating a business is to keep it clean and comfortable by the customer’s preference.”

R6: We serve quality and unique products for the mass that is originally made by our company. The design and elegant look of the establishment is always being maintained to provide the best service and comfort.”

R7: “With customer satisfaction, we make sure that it is always to the customers liking from the color, decor, furniture, and fixtures. We do anything that provides satisfaction to the guest regarding the physical environment. We take it into consideration which also includes the menus, collaterals and wall designs, and background.”

3.2 Management Operations

R1: “The physical environment may affect customer satisfaction by the way it looks, the decorations, etc. Once a customer is satisfied with the ambiance of a restaurant, it will eventually increase loyalty of a customer.”

R2: “Always monitor the cleanliness and condition of the store. Conduct pest control and preventive maintenance.”

R.3. “The physical environment of food can also affect management operations. A well-designed and properly maintained environment can help to optimize operational efficiency, by facilitating efficient workflow, reducing congestion, and minimizing wait times. It can also help to reduce the risk of accidents or injuries, which can be costly for the business. By contrast, a poorly designed or maintained environment can hinder operations, increase the risk of accidents and ultimately impact the bottom line.”

R4: “As the management sees the potential in expanding the business, we also see the potential of having a larger space for storage. We were already having difficulties storing perishable goods in our Baguio branch because of inadequate space we were forced to consume immediately to avoid possible spoilage. Now having a larger space to make sure it will be used effectively.”

R5: “Several business operations need to be considered. Maintenance, staff morale, efficiency, cost, and brand image to maintain the environment.”

R6: “Good ambiance with accommodating staff is not only the priority but having SOP that is a guide to the company. It is to make sure that everything will be in order.”

R7: “Comfort and relaxing environment are what we provide to the customers. We make sure that everything is in order. We also have a checklist on what needs to be cleaned, replaced, and rearranged from time to time depending on the demands of our customers.”

3.3. Company Brand

R1: “The physical environment may affect or may reflect how customers see a restaurant. If a restaurant is attractive in the eyes of a customer, it will

also reflect its brand name. once the ambiance is good, it will reflect the brand of the company.”

R2: “An excellent ambiance will increase any company brand due to good reviews.”

R3: “The physical environment of food can have an impact on the company's brand. A clean, attractive, and well-maintained environment can help to create a positive impression and enhance the company's reputation. This can lead to increased customer loyalty, positive word-of-mouth, and ultimately, increased revenue. Conversely, a poorly maintained or unattractive environment can harm the company's brand and reputation, potentially leading to negative reviews, reduced customer loyalty, and decreased revenue. Overall, the physical environment quality of food can have a significant impact on customer satisfaction, management operations, and company brand. Therefore, food service businesses need to pay close attention to the quality of their physical environment to ensure that it meets the needs and expectations of their customers and contributes to the success of their operations.”

R4: Now the trends nowadays are having parties within the customer’s residence and would still want our menu, we try to expand our brand to do so in catering service. This helps promote the brand when people see that the restaurant does not only serve within the walls of our restaurant, but we also serve our authentic menu to you.”

R5: “The branding of our business should include a wow factor that involves cleanliness and comfort.”

R6: “We have a lot of physical stores that provide our product. We make sure that everything is the same to maintain the same image for all customers.”

R7: “When it comes to the establishment, the customer’s first impression is the good food. we also found out that comfort and relaxation is also a big factor that boosts the company’s brand image.”

The way a company is run can affect how its customers view the worth of the goods and services it provides. A well-kept physical environment can give clients the impression that management takes pride in

the business, whereas a dirty business can give them the impression of doubting the company's commitment to quality (McQuerrey, 2023). Restaurants differ from other establishments based on the purpose of the customers. They want to enjoy themselves while they sit, converse, mingle, and eat. The majority of that enjoyable experience has to do with waiting lineups at restaurants. When restaurants are busy, consumers are aware that they must wait. They have no idea how long they will have to wait. This is the agony of long waits that must be addressed. Business is eventually harmed by long lines that continue for a long time (Tsernov, n.d.). Pests have an inherent tendency to be drawn toward most types of food. This is why the food industry is often a soft target for many different types of pests. To maintain the desired food safety standards, proper pest management in the food industry is of paramount importance. Being the carriers of numerous viruses, bacteria, and other organisms, pests are also a threat to the health of the staff involved in food processing as well as handling. Failure to ensure adequate pest management measures may also lead to regulatory actions, significant product loss, as well as a public relations nightmare. Most importantly, it may ruin the most important asset of the business, its good name. Therefore, the money spent on pest management is most likely to provide excellent returns in the form of reduced threat of product loss; and enhanced consumer satisfaction and brand reputation (Lumix Procut, 2023). Building a solid restaurant culture and brand is essential to long-term success, whether starting a new restaurant or expanding an existing one. Strategic business decisions will be guided by the restaurant's culture and brand, which will affect everything from the menu, pricing, and decor to the target market and employment practices. Operators may find it more difficult to preserve the restaurant brand as the business expands (Ibid).

According to Ngah et al. (2021), a restaurant's physical environment is critical in developing its image and attracting guests to visit and dine there. Customers would be enticed to visit the place and enjoy the services supplied if the external and interior designs were appealing. Restaurant customer happiness is influenced by facility aesthetics, atmosphere, lighting, layout, and table setup. Furthermore, lighting is the most influential factor influencing client pleasure. Customers who like their eating experiences at a restaurant according to the lighting-element study are concerned with pleasant lighting, including the emotional effects caused by the present lighting. This is due to the lighting being highly supportive, especially at dinner time, because atmospheric effects will be produced, potentially making customers satisfied. Nowadays, people, notably teens, and artists, spend their time hanging out at restaurants where they may

converse, interact, congregate, or throw a party. They will have fantastic recollections as a result of the event, where they can take pictures with their family and friends. To realize this, lighting is critical, as it allows them to take good images of themselves. They will undoubtedly be pleased with the stunning photographs shot, which will quickly spread on social media. It is also critical that restaurant managers and marketers understand how the features of the restaurant's physical environment affect customers' dining experiences, as this indicates successful restaurant management.

Table 4 indicates respondents' suggestions to improve TQM practices in the restaurant industry. These recommendations are founded on 3 main attributes of a food establishment namely service, food, and physical environment. As previously discussed, total quality management (TQM) offers a procedure for managing dissatisfied customers, and making necessary adjustments in its operations, whether they involve procedure and/or policies among others – with the end purpose of preventing similar reoccurrences in addition to quality assurance that consumers will receive what they want. The goal is to raise the quality of an organization's outputs, including its products and services, by continuously enhancing internal procedures. The goal of total quality management is to hold each party responsible for the whole standard of the finished good or service. Because all TQM parts include human involvement, it is a basic rule of thumb that a business should foster excellence in culture and continual improvement in service delivery quality. Involving employees in quality management improvement takes the form of being responsive and determinant of issues and concerns from dissatisfied customers. Employee empowerment is a focal strategy to achieve this goal. Another strategy suggested is the conduct of strategic analysis of workable and non-workable or ineffective policies or procedures that would allow management to improve its service delivery. Consistency of food attributes is highly essential to TQM application giving rise to taste, appearance, freshness, nutritional value, and presentation among others.

TQM has a big impact on how services are delivered. The process of service delivery and other related activities needs to be given attention, and staff should continue to be empowered to provide great service to their clients through ongoing employee training. Delivery of services will be effective and efficient with a focus on operational excellence in the TQM sector (Hassan & Abiodun, 2022). By keeping the client in mind and continually exceeding their expectations, TQM and the majority of quality management systems (QMS) aim to increase customer satisfaction. When expectations are satisfied, customers are virtually always happy. Word-of-

mouth marketing is the most effective form of advertising, and it is provided by satisfied, happy consumers who return for more

Table 5. Respondents' suggestions to improve TQM practices in the restaurant industry

	<i>ATTRIBUTES</i>		
	<i>Services</i>	<i>Food</i>	<i>Physical Environment</i>
R1	On service quality, a restaurant should offer good service to a customer. One way to improve good quality service is by table hopping or by constantly checking on the customers. If they need something else or if they have additional orders,	To improve customer satisfaction, employees, as well as management should check the quality of the food being served to the customers. The quality should be good, not just the taste but the appearance should be appealing to the eye of the customers.	On the environment side, the environment or the restaurant should be maintained clean. The restaurant should be a relaxing place to go to. Not too loud. Refrain from shouting and making loud noises
R2	A satisfied customer will be a regular customer. Train your people to enjoy their jobs and to be responsible for their actions. Teach them to treat customers the way they want them to be treated.	Good food will result in a good mood. Always follow standard operating procedures and choose the best ingredients.	Excellent ambiance will complete customers' dining experience. We must be creative in choosing our concept and must be in line with the trend. Monitor cleanliness and condition of our store.
R3	TQM in a restaurant can help improve employee service quality by promoting a culture of	TQM in a restaurant can also improve food quality attributes by focusing on	TQM can also have an impact on the physical environment of the restaurant which

	<p>excellence and continuous improvement. Employees are encouraged to identify and address issues that affect service quality, and they are empowered to take ownership of their work and make decisions that benefit customers. By involving employees in the quality management process, TQM can help build a sense of ownership, pride, and commitment to delivering high-quality service.</p>	<p>continuous improvement in the food preparation process. This can involve analyzing the ingredients and cooking methods used to prepare dishes and identifying opportunities to improve the quality and consistency of the food. By using TQM principles to optimize food quality attributes, restaurants can provide customers with high-quality food that meets or exceeds their expectations.</p>	<p>affects food quality. By promoting a culture of cleanliness and maintenance, TQM can ensure that the restaurant environment is conducive to food quality. This includes regular cleaning and maintenance of equipment and facilities, ensuring that the restaurant complies with health and safety regulations, and maintaining a pleasant atmosphere for customers. In conclusion, TQM can help improve employee service quality, food quality attributes, and the physical environment of the restaurant. By promoting a culture of continuous improvement, TQM can help restaurants deliver high-quality service and products that meet or exceed customer expectations.</p>
R4	<p>Service quality, especially in this</p>	<p>It still has a big effect in all</p>	<p>For the environment quality, aim for an</p>

	<p>kind of industry. We understand that we hire fresh grads and part-timers as well as service veterans. Training them with the standards of the establishment must still be practiced. Simple grooming and uniformity are still a huge help in maintaining the service quality of a person or an employee. At least quarterly hands-on training or evaluation will also improve their ethical work within the establishment.</p>	<p>establishments of making “tipid” of resources rather than using them to good use. I advise that it is not ideal to serve substandard quality food for it will cause the consistency in quality of our food. Do still provide what we may see still the best supply of goods from the market</p>	<p>environmentally friendly outlet. Adequate space for storage as well as having spaces where foods are mostly prepared such as the kitchen. Try to watch food vloggers have ideas about the trends we need to know from people nowadays.</p>
R5	<p>Being empathetic towards customers having professional responsiveness and communication skills constitute the service quality of an employee</p>	<p>Food quality should have a freshness that includes taste, texture, presentation, nutritional value, and consistency are the top factors</p>	<p>It is essential to be clean, and have good lighting, temperature, noise balance or music, and accessibility at the establishment.</p>
R6	<p>When it comes to service quality, Being alert is always the top priority</p>	<p>We always follow the standard of all our products to make sure that it is always consistent.</p>	<p>Comfortability and looks are always important. We make sure to have a nice ambiance in our physical stores.</p>
R7	<p>In my opinion, these three concepts, are always about the surveys and adapting</p>		

<p>to the trends. Always know the trends and create a survey for all personnel who are involved in the company and come up with an analysis and strategy. Likewise, the survey is also a powerful tool that can generate data from the customers whether it's for service quality, food quality, or physical environment. All of this must be from the customers and it is up to the company to adjust.</p>		
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Three elements of total quality management contribute to customer satisfaction: understanding what customers typically expect from the industry or a particular product line; ensuring that the company has the knowledge and resources to consistently deliver the desired product or service; and emphasizing the importance of clearly communicating to customers what you will deliver to prevent misunderstandings. Total Quality Management offers a procedure for managing dissatisfied customers, making necessary repairs, and preventing similar reoccurrences in addition to the quality assurance that consumers will receive what they want. Every business owner and manager is aware of the value of happy clients and how expensive it is to acquire new clients as opposed to maintaining existing ones. Customer satisfaction and revenue are directly correlated, according to business studies. Total Quality Management might help your organization if it lacks a defined strategy for generating happy clients. Internal processes are emphasized by TQM. They include how to coordinate them to create desired results to satisfy consumers, how consistently (effectiveness) procedures achieve intended results, and how productive a process (efficiency) is about the resources employed (Tramontana, 2020). Businesses in the food industry are increasingly

implementing QMS to increase their competitiveness in the global market (Mital, 2019). For food cleanliness, quality, and safety, good practices that are implemented consistently are still essential. The advancement of food hygiene quality standards and related procedures looks to be strategically positioned for quality management. To name a few, process standardization, benchmarking, food inspection, risk assessment, validation/verification, people assessment, and training are additional necessities beneficial in supporting the operation of quality management (Okpala & Korzeniowska, 2021). Food service quality has become crucial, and new methodological approaches to assessing service quality allow for a better depiction of service processes and contribute to an increase in repeat business. Additionally, there is a clear relationship between revisit intention and the service quality aspects of dependability, attentiveness, and atmosphere, which emphasizes the mediating function of food quality. International tourists evaluate restaurant features in a tourist environment. Cleanliness-related attributes were the most crucial. Positive customer and employee experiences during the service process are critical dimensions of the physical environment. They depend on the ideal composition of ambiance, space, and function as well as artifacts, signs, or symbols (Karamustafa and Ülker, 2020; Bujisic et al., 2014; Muskat et al., 2019; Nguyen et al., 2018; all cited in Bichler et al, 2021).

Conclusions

From the results of the discussion, the following conclusions are generated: (1) Respondents have general ideas and the importance of quality founded on the fundamental attributes and essential dimensions of TQM practices that impact the successful operations of the establishment. (2) The theories on customer service and customer expectations are relevantly useful concepts that intertwine with the opinions of the respondents about TQM practices. In the context of customer expectation theory, management operations, and the company brand define the TQM practices of fast-casual restaurants in Baguio City. In addition, the quality of service, food, and physical environment greatly impact customer service theory. (3) The overall analysis of the findings shows that TQM practices need further enhancement and improvement corroborated by the suggestions and recommendations of the respondents. This study can be useful as a reference material across all business ventures related to this industry. Likewise, can be used by individuals planning to put up a similar business venture as well as among the current entrepreneurs engaging in the food and beverage industry to focus on the relevance of TQM practices. In addition,

business owners need to pay attention to the quality of the essential attributes and major dimensions as enabling mechanisms for customer satisfaction and successful business ventures. It is recommended that comparative research in other types or classifications of restaurants; types of business in the hospitality industry; and a study using a mixed research design method can be undertaken. Future undertakings may also be in the same cluster or type of restaurant or other types of restaurants as well as other businesses in the hospitality industry.

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