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TOTAL QUALITY MANAGEMENT AND CUSTOMER SATISFACTION IN THE NIGERIAN HOSPITALITY INDUSTRY

**DR SHAIBU, OGWUCHE GABRIEL^{1*}, V/REV DR CHIKEZIE IHEOMA², DR MBAEGBU R. E. V.³, DR
ECHETAMA C. FORSTINA⁴, DR ANYANWU HYGINUS CHUKWUEMEKA⁵, ONYEWUENYI
CHUKWUEMEKA KELECHI⁶**

¹ DEPARTMENT OF BUSINESS EDUCATION, ALVAN IKOKU FEDERAL UNIVERSITY OF EDUCATION,
OWERRI, IMO STATE NIGERIA

^{2, 3, 4} DEPARTMENT OF BUSINESS EDUCATION, ALVAN IKOKU FEDERAL UNIVERSITY OF EDUCATION,
OWERRI, IMO STATE, NIGERIA

⁵ DEPARTMENT OF ACCOUNTANCY, ALVAN IKOKU FEDERAL UNIVERSITY OF EDUCATION, OWERRI,
IMO STATE, NIGERIA

⁶ DEPARTMENT OF ECONOMICS, SPIRITAN UNIVERSITY, NNEOCHI, ABIA STATE, NIGERIA

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***Corresponding author:** DR SHAIBU, OGWUCHE GABRIEL

Abstract

Customer satisfaction has become a critical measure of organizational success in the hospitality industry, making the adoption of Total Quality Management (TQM) essential for improving service quality and achieving competitive advantage. Despite increasing implementation of TQM practices in Nigerian hotels, customer satisfaction remains inconsistent due to challenges such as poor service delivery, inadequate employee involvement, and weak leadership commitment. This study examined the influence of Total Quality Management on customer satisfaction in the Nigerian hospitality industry. A descriptive survey research design was adopted, and data were collected from 250 respondents comprising hotel customers and management staff using a structured questionnaire titled Total Quality Management and Customer Satisfaction Questionnaire (TQMCSQ), out of which 235 were valid for analysis. The instrument yielded a reliability coefficient of 0.87. Data were analyzed using descriptive statistics and Spearman Rank Order Correlation Coefficient at a 0.05 level of significance. The findings revealed that leadership commitment and employee involvement significantly influence customer satisfaction in the Nigerian hospitality industry. Specifically, leadership commitment was found to enhance service quality through effective supervision and quality-oriented management, while employee involvement improved service delivery through staff participation, empowerment, and teamwork. The study concludes that

effective implementation of Total Quality Management practices is essential for enhancing customer satisfaction, improving service quality, and strengthening the competitiveness of hospitality organizations in Nigeria. It recommends that hotel management strengthen leadership commitment to quality improvement initiatives and promote greater employee involvement through regular training, empowerment, and participatory decision-making.

Keywords: Total Quality Management, Leadership Commitment, Employee Involvement, Customer Satisfaction.

Introduction

In today's highly competitive service economy, Total Quality Management (TQM) has become an essential management philosophy for improving service quality and enhancing customer satisfaction in the hospitality industry. Total Quality Management refers to an organization-wide management approach that focuses on continuous improvement, customer satisfaction, employee involvement, leadership commitment, and process optimization. According to Talib and Rahman (2022), TQM is a comprehensive management philosophy that emphasizes continuous quality improvement through employee participation, teamwork, customer focus, and effective leadership. Similarly, Dahlgaard-Park, Reyes, and Chen (2023) describe Total Quality Management as a holistic management system that integrates quality improvement practices across all organizational functions to achieve sustainable organizational performance and customer satisfaction.

Total Quality Management practices typically include continuous improvement, employee training and empowerment, customer focus, leadership commitment, process management, teamwork, quality measurement, and customer feedback systems (International Organization for Standardization (ISO, 2024). These practices are designed to improve organizational efficiency, reduce service failures, enhance service consistency, and strengthen customers' perceptions of service quality. Within the hospitality industry, Total Quality Management plays a vital role in ensuring that hotels consistently provide reliable, responsive, and customer-oriented services that meet or exceed guests' expectations (Obeidat, Alshurideh, & Al-Kurdi, 2023).

Customer satisfaction is influenced not only by the quality of services provided but also by customers' overall experiences before, during, and after service delivery. Studies have shown that effective implementation of Total Quality Management significantly improves customer satisfaction by promoting service reliability, employee responsiveness, continuous improvement, and efficient complaint management (Alzoubi, In'airat, & Ahmed, 2022; Zeithaml, Bitner, & Gremler, 2023). In Nigeria, the hospitality industry continues to expand as increasing urbanization, tourism, and business activities create greater demand for quality accommodation and hospitality services. Hotels, resorts, guest houses, and other hospitality establishments are increasingly implementing Total Quality Management practices to improve service quality, strengthen customer relationships, and maintain competitive advantage in the industry.

Despite these efforts, customer satisfaction levels remain inconsistent across many hospitality establishments in Nigeria. Challenges such as inadequate employee training, poor service delivery, weak customer complaint management, inconsistent service standards, and insufficient management commitment continue to affect customers' experiences. Understanding how Total Quality Management influences customer satisfaction is therefore essential for improving organizational performance and

enhancing service delivery within the hospitality industry. Consequently, this study investigates the influence of Total Quality Management on customer satisfaction in the Nigerian hospitality industry, with particular emphasis on the roles of leadership commitment and employee involvement as key quality management practices for improving customer satisfaction and organizational competitiveness.

Statement of the Problem

Customer satisfaction has become one of the greatest challenges confronting the hospitality industry in many developing countries, including Nigeria. Although many hotels have introduced Total Quality Management practices aimed at improving service quality, customer complaints relating to poor service delivery, delayed responses, inconsistent service standards, inadequate employee professionalism, and ineffective complaint handling remain widespread. A major concern is that many hospitality organizations have not fully implemented quality management practices capable of consistently meeting customers' expectations and enhancing their overall service experiences.

Many customers within the Nigerian hospitality industry continue to express dissatisfaction due to inconsistent service quality, poor customer care, inadequate staff responsiveness, and weak quality assurance systems. Furthermore, inadequate management commitment, limited employee empowerment, insufficient continuous improvement initiatives, and ineffective customer feedback mechanisms have reduced the effectiveness of Total Quality Management implementation in many hospitality establishments. This gap between the adoption of quality management practices and the achievement of high customer satisfaction raises important questions: Does Total Quality Management significantly influence customer satisfaction in the Nigerian hospitality industry? Which specific Total Quality Management practices contribute most to improving customer satisfaction among hospitality organizations?

Without empirical evidence, hospitality organizations may continue to invest in quality improvement initiatives that fail to adequately address customers' expectations, resulting in declining customer loyalty, reduced competitiveness, and lower organizational performance. Therefore, it is imperative to investigate the influence of Total Quality Management on customer satisfaction in the Nigerian hospitality industry, providing evidence that can guide hospitality managers, policymakers, and other stakeholders in developing effective quality management strategies that enhance customer satisfaction and sustainable organizational performance.

Objectives of the Study

The main objective of this study is to examine the influence of Total Quality Management on customer satisfaction in the Nigerian hospitality industry.

The specific objectives are to:

1. Determine the extent to which leadership commitment influences customer satisfaction in the Nigerian hospitality industry.
2. Determine the extent to which employee involvement influences customer satisfaction in the Nigerian hospitality industry.

Research Questions

1. To what extent does leadership commitment influence customer satisfaction in the Nigerian hospitality industry?
2. To what extent does employee involvement influence customer satisfaction in the Nigerian hospitality industry?

Research Hypotheses

Ho1: Leadership commitment does not significantly influence customer satisfaction in the Nigerian hospitality industry.

Ho2: Employee involvement does not significantly influence customer satisfaction in the Nigerian hospitality industry.

Review of Related Literature

Conceptual Review

Concept of Total Quality Management

Total Quality Management (TQM) is a holistic management philosophy that focuses on continuous improvement of organizational processes, products, and services with the aim of achieving customer satisfaction and long-term organizational effectiveness. It is built on the principle that quality is not the responsibility of a single department but of every employee within the organization. According to Dahlgaard-Park, Reyes, and Chen (2023), TQM is a comprehensive management approach that integrates quality improvement across all organizational functions to achieve sustainable performance and customer-oriented outcomes. Similarly, Talib and Rahman (2022) described TQM as an organizational philosophy that emphasizes continuous improvement, teamwork, leadership commitment, and customer focus as key drivers of service excellence.

Total Quality Management is built on several interrelated principles, including leadership commitment, employee involvement, customer focus, continuous improvement, process management, and fact-based decision-making. Quality management systems are designed to help organizations consistently meet customer requirements while enhancing satisfaction through structured improvement processes (ISO, 2024). Effective leadership is central to TQM because it provides direction, resources, and a culture that supports quality improvement and employee engagement.

In addition, employee involvement is a critical aspect of TQM, as employees are directly responsible for service delivery and customer interaction. When employees are properly trained, empowered, and motivated, they contribute significantly to service quality and customer satisfaction. Continuous improvement also plays a major role in TQM by encouraging organizations to constantly review and refine their processes in order to eliminate errors, reduce inefficiencies, and improve service delivery outcomes. Process management ensures that all operational

activities are standardized and aligned toward meeting customer expectations.

Customer feedback is another essential component of TQM, as it provides valuable information on customer perceptions and service gaps. Many hospitality organizations now rely on surveys, online reviews, and complaint management systems to identify areas for improvement. In the Nigerian hospitality industry, TQM has become increasingly important due to rising customer expectations, competition, and the need for consistent service quality. Hotels that adopt TQM practices are better positioned to deliver reliable services, enhance customer experiences, and achieve sustainable competitiveness.

Concept of Customer Satisfaction

Customer satisfaction refers to the degree to which customers feel that a product or service has met or exceeded their expectations. It is a key indicator of organizational performance, particularly in service industries such as hospitality where customer experience plays a central role. Kotler, Keller, and Chernev (2022) defined customer satisfaction as the outcome of comparing perceived service performance with prior expectations. When performance exceeds expectations, satisfaction increases; when it falls below expectations, dissatisfaction occurs.

Zeithaml, Bitner, and Gremler (2023) explained that customer satisfaction is influenced by service quality dimensions such as reliability, responsiveness, assurance, empathy, and tangibles. In the hospitality industry, satisfaction is shaped by factors such as room quality, cleanliness, staff behavior, food quality, safety, pricing, and speed of service delivery. These elements collectively determine how customers evaluate their overall experience within a hotel or hospitality establishment.

Customer satisfaction is closely linked to customer loyalty and business performance. Satisfied customers are more likely to return, recommend services to others, and leave positive reviews, while dissatisfied customers tend to switch to competitors and share negative experiences. In today's digital environment, online reviews and social media platforms have further amplified the importance of customer satisfaction, as customer opinions can significantly influence the reputation of hospitality businesses. In Nigeria, customer satisfaction remains a major concern in the hospitality sector due to inconsistent service delivery and varying standards across establishments. Many hotels are therefore focusing on improving service quality, employee performance, and customer relationship management in order to enhance satisfaction levels and maintain competitiveness in the industry.

Nigerian Hospitality Industry

The hospitality industry is a broad service sector that provides accommodation, food and beverages, recreation, tourism, conferencing, and other customer-centered services aimed at satisfying the needs of travelers, business visitors, and local consumers. It includes hotels, resorts, guest houses, restaurants, event centers, bars, and other related establishments that deliver service-based experiences to customers. The industry is fundamentally experience-driven, meaning that customer satisfaction is largely determined by the quality of interaction between service providers and guests throughout the service delivery process.

The hospitality and tourism sector remains one of the fastest-growing segments of the global economy, driven by increasing

international travel, urbanization, globalization, and rising demand for leisure and business services (United Nations World Tourism Organization, 2024). The industry contributes significantly to employment creation, foreign exchange earnings, infrastructure development, and overall economic growth in both developed and developing economies.

In Nigeria, the hospitality industry has witnessed substantial expansion over the past two decades, fueled by population growth, urban development, increasing domestic tourism, business activities, and improvements in digital booking platforms and online reservation systems. Major cities such as Lagos, Abuja, Port Harcourt, Enugu, Owerri, Kano, Calabar, and Uyo have experienced rapid growth in hotel development due to rising demand for accommodation and event services. This expansion has also attracted both local and international investors into the sector, increasing competition among hospitality providers.

Despite its growth, the Nigerian hospitality industry faces several structural and operational challenges that affect service delivery and customer satisfaction. These include inadequate infrastructure, erratic power supply, insecurity, inflation, high operating costs, and shortage of skilled personnel. These constraints often limit the ability of hospitality organizations to maintain consistent service quality and meet international service standards.

Competition within the industry has become increasingly intense, as hotels and other hospitality providers now compete not only on price but also on service quality, brand reputation, customer relationship management, technological innovation, and customer experience delivery. As a result, many hospitality organizations in Nigeria have begun to adopt structured quality management practices aimed at improving operational efficiency and enhancing customer satisfaction. Within this context, Total Quality Management has become an important strategic approach for improving service delivery in the Nigerian hospitality industry. Hotels that implement quality-focused management systems are better able to standardize operations, reduce service errors, improve employee performance, and ensure consistent customer experiences. Consequently, TQM adoption is increasingly recognized as a key driver of competitiveness, customer satisfaction, and long-term sustainability in the Nigerian hospitality industry.

Factors Influencing Customer Satisfaction

1. **Service Quality:** Service quality is a major determinant of customer satisfaction in the hospitality industry. It refers to the consistent delivery of reliable, timely, and courteous services that meet or exceed customer expectations. When hotels provide efficient check-in processes, clean rooms, prompt room service, and responsive staff, customers are more likely to feel satisfied. Poor or inconsistent service delivery often results in dissatisfaction and negative customer experiences.
2. **Employee Competence:** Employee competence plays a significant role in shaping guest experiences. Competent employees possess the required skills, training, and professionalism to handle customer needs effectively. Their ability to communicate well, respond quickly to requests, and provide personalized services directly influences how customers perceive the quality of the hotel's services.
3. **Leadership Commitment:** Leadership commitment refers to the extent to which management prioritizes and supports quality service delivery. Strong leadership ensures that service standards are clearly defined, communicated, and enforced across all departments. When managers actively support training, supervision, and quality improvement initiatives, employees are more motivated to deliver better services, leading to higher customer satisfaction.
4. **Physical Environment:** The physical environment of hospitality establishments strongly affects customer perception. Factors such as cleanliness, room comfort, interior design, lighting, ambience, safety, and availability of modern facilities contribute to the overall guest experience. A clean, safe, and well-maintained environment enhances comfort and encourages repeat visits, while poor environmental conditions reduce satisfaction.
5. **Price Fairness:** Price fairness refers to customers' perception of whether the cost of services matches the quality received. When customers believe they are getting value for money, satisfaction increases. However, when prices are perceived as too high relative to service quality, customers may feel dissatisfied even if other aspects of the service are satisfactory.
6. **Complaint Handling:** Effective complaint handling is essential for maintaining customer satisfaction. Guests may occasionally experience service failures, and the responsiveness of the hotel in resolving such issues determines their final impression. Prompt, fair, and polite resolution of complaints can restore customer trust and improve loyalty, while poor complaint handling can worsen dissatisfaction.
7. **Technology Adoption:** Technology adoption has become increasingly important in modern hospitality operations. Tools such as online booking systems, mobile applications, digital payment platforms, and automated customer service channels improve convenience and service efficiency. Customers appreciate fast, seamless, and user-friendly systems, which enhance their overall satisfaction.
8. **Continuous Improvement:** Continuous improvement involves the ongoing effort to enhance service processes, systems, and employee performance. Hospitality organizations that regularly collect customer feedback and implement corrective actions are better able to adapt to changing customer expectations and industry trends, thereby improving satisfaction levels over time.
9. **Service Accessibility:** Service accessibility refers to how easily customers can access hospitality services, including location convenience, booking ease, and availability of services at any time. Hotels that are easily accessible physically and digitally tend to attract more customers and achieve higher satisfaction levels because guests experience less difficulty in engaging with the service.
10. **Customer Relationship Management:** Customer relationship management involves building long-term

relationships with guests through personalized services, loyalty programs, follow-up communication, and attention to individual preferences. Strong relationships increase emotional connection, encourage repeat patronage, and improve overall satisfaction, as customers feel valued and recognized by the organization.

Theoretical Review

The study is anchored on Deming's Theory of Total Quality Management and the SERVQUAL Model.

Deming's Theory of Total Quality Management

The Deming Theory of Total Quality Management, developed by W. Edwards Deming (1986), emphasizes continuous improvement, system thinking, and the elimination of variation in organizational processes to improve quality and customer satisfaction. The theory is based on the belief that quality should be built into every stage of production and service delivery rather than inspected at the final stage. Deming proposed that organizations should adopt a long-term approach to quality improvement through leadership commitment, employee involvement, training, and continuous process evaluation.

Central to Deming's philosophy is the "Plan-Do-Check-Act (PDCA)" cycle, which provides a structured method for continuous improvement. In the planning stage, organizations identify problems and develop improvement strategies. In the doing stage, plans are implemented on a small scale. In the checking stage, results are evaluated to determine effectiveness. Finally, in the acting stage, successful improvements are standardized while ineffective ones are revised. This cycle ensures that quality improvement becomes an ongoing organizational process rather than a one-time activity.

Deming also emphasized the importance of leadership in creating a quality-oriented organizational culture. According to Deming (1986), managers are responsible for designing systems that enable employees to perform effectively rather than blaming workers for system failures. He argued that most quality problems originate from poorly designed processes rather than individual employee mistakes. Therefore, improving systems leads to improved performance and customer satisfaction.

This theory is highly relevant to the present study as it explains how Total Quality Management practices such as continuous improvement, leadership commitment, and employee involvement can influence customer satisfaction in the Nigerian hospitality industry. Hotels that apply Deming's principles are more likely to deliver consistent service quality, reduce service errors, and improve customer experiences, thereby achieving higher levels of customer satisfaction.

SERVQUAL Model

The SERVQUAL Model, developed by Parasuraman, Zeithaml, and Berry (1988), is a widely used framework for measuring service quality and its relationship to customer satisfaction. The model identifies five key dimensions of service quality: tangibles, reliability, responsiveness, assurance, and empathy. These dimensions represent customers' expectations and perceptions of service delivery in service-oriented industries such as hospitality. Tangibles refer to the physical appearance of facilities, equipment, staff, and communication materials. In hospitality settings, this includes hotel buildings, room aesthetics, cleanliness, and overall

environment. Reliability refers to the ability of the organization to deliver promised services accurately and dependably. Responsiveness involves the willingness of employees to help customers and provide prompt service. Assurance reflects the knowledge, competence, and courtesy of employees, which builds trust and confidence in customers. Empathy refers to the level of individualized attention and care provided to customers.

According to Parasuraman et al. (1988), customer satisfaction is determined by the gap between customer expectations and perceived service performance. When actual service performance meets or exceeds expectations across these dimensions, customers experience satisfaction. However, when there is a gap between expectations and performance, dissatisfaction occurs.

The SERVQUAL Model is highly relevant to the present study because it provides a practical way of understanding how Total Quality Management practices translate into customer satisfaction in the hospitality industry. TQM practices such as employee training, leadership commitment, process improvement, and customer feedback systems directly influence SERVQUAL dimensions by improving reliability, responsiveness, assurance, empathy, and tangibles. In the Nigerian hospitality industry, applying this model helps explain how improvements in service quality lead to higher customer satisfaction and increased customer loyalty.

Empirical Studies

Okpara and Nnaji (2024) investigated the effect of continuous improvement practices on customer satisfaction in hospitality establishments in southeastern Nigeria. The study employed a sample of 310 respondents and used regression analysis to examine the relationship between continuous improvement and customer satisfaction. Findings revealed that continuous improvement processes such as customer feedback utilization, staff training, and process optimization significantly enhanced customer satisfaction levels. The study concluded that continuous improvement is essential for maintaining service excellence in the hospitality industry. This study supports the present research by highlighting the importance of ongoing quality improvement in achieving customer satisfaction.

Akinyemi and Ojo (2023) examined the relationship between Total Quality Management practices and customer satisfaction in selected three- to five-star hotels in Lagos State, Nigeria. The study adopted a survey research design with data collected from 350 hotel guests using structured questionnaires. Multiple regression analysis was used to test the hypotheses. The findings revealed that leadership commitment, employee involvement, and continuous improvement had significant positive effects on customer satisfaction. The study concluded that hotels with strong TQM implementation recorded higher levels of customer satisfaction and customer loyalty. This study supports the present research by demonstrating that TQM practices are key determinants of customer satisfaction in the Nigerian hospitality industry.

Ogunnaike, Oyeniyi, and Salau (2022) investigated the effect of service quality management practices on customer satisfaction in selected hotels in southwestern Nigeria. The study utilized data from 420 respondents and employed structural equation modeling for analysis. The results showed that reliability, responsiveness, and assurance significantly influenced customer satisfaction, while empathy and tangibles also had positive but weaker effects. The study emphasized that effective quality management systems

improve guest experiences and enhance repeat patronage. This study is relevant to the present research as it highlights how quality-oriented management practices improve satisfaction in hospitality settings.

Aliyu and Hassan (2022) explored the impact of leadership commitment on service quality and customer satisfaction in selected hotels in Abuja, Nigeria. The study adopted a descriptive survey design and collected data from 280 hotel customers. The results indicated that leadership commitment positively and significantly influenced service quality, which in turn improved customer satisfaction. The study emphasized that effective leadership promotes a strong quality culture and ensures consistent service delivery. This study is relevant to the current research because it demonstrates the central role of leadership commitment in implementing Total Quality Management in hospitality organizations.

Hameed, Nisar, and Wu (2022) examined the impact of Total Quality Management practices on customer satisfaction in the hotel industry in China. The study adopted a quantitative research design using data collected from 387 hotel customers across major cities. Structural equation modeling was used to analyze the relationships between TQM dimensions and customer satisfaction. The findings revealed that leadership commitment, employee involvement, and process management had significant positive effects on service quality and customer satisfaction. The study concluded that effective implementation of TQM enhances service consistency and strengthens customer loyalty in the hospitality sector. This study supports the present research by showing that TQM practices are universal determinants of customer satisfaction in hotel operations.

Al-Ababneh (2021) investigated the relationship between service quality, Total Quality Management practices, and customer satisfaction in the hotel industry in Jordan. The study used a survey of 360 hotel guests and applied regression and correlation analysis to test the relationships among variables. The results showed that TQM practices significantly influence service quality dimensions, which in turn positively affect customer satisfaction. The study also found that continuous improvement and customer focus were the strongest predictors of satisfaction. The study concluded that hotels that effectively implement TQM achieve higher levels of guest satisfaction and competitive advantage. This study is relevant to the present research as it demonstrates how TQM enhances customer satisfaction in a developing country hospitality context outside Nigeria.

Methods

The study adopted a descriptive survey research design to investigate the influence of Total Quality Management on customer satisfaction in the Nigerian hospitality industry. The target population comprised customers and management staff of selected hotels in Nigeria. These respondents were considered appropriate because management staff are directly involved in implementing Total Quality Management practices, while customers are the ultimate recipients of hospitality services and are best positioned to assess their level of satisfaction. A purposive sampling technique was employed to select 250 respondents from selected hotels, ensuring that only individuals with relevant knowledge and experience of hotel service delivery participated in the study. The choice of purposive sampling was informed by the need to obtain reliable information from respondents who had

direct experience with quality management practices and hospitality services.

The main instrument for data collection was a structured questionnaire titled Total Quality Management and Customer Satisfaction Questionnaire (TQMCSQ). The instrument was designed on a four-point Likert scale with response options: To a Very Great Extent (VGE) = 4, To a Great Extent (GE) = 3, To a Low Extent (LE) = 2, and To No Extent (NE) = 1. The questionnaire was divided into three sections: demographic information, Total Quality Management practices (leadership commitment and employee involvement), and customer satisfaction. To ensure content validity, the instrument was subjected to expert review by three specialists in Business Administration, Hospitality Management, and Measurement and Evaluation. The reliability of the instrument was determined using Cronbach's Alpha, which yielded a reliability coefficient of 0.87, indicating a high level of internal consistency. Out of the 250 questionnaires distributed, 235 were properly completed and returned, representing a 94% response rate. Data collected were analyzed using descriptive statistics, including mean and standard deviation, to answer the research questions. The research hypotheses were tested using Simple Linear Regression with the aid of SPSS Version 25 at a 0.05 level of significance to determine the influence of leadership commitment and employee involvement on customer satisfaction in the Nigerian hospitality industry.

Results

Ho1: Leadership commitment does not significantly influence customer satisfaction in the Nigerian hospitality industry.

Table 1: Correlation between Leadership Commitment and Customer Satisfaction

Variables	N	Correlation Coefficient (r)	Sig. (2-tailed)
Leadership Commitment	235	1.000	—
Customer Satisfaction	235	0.748**	0.000

Correlation is significant at 0.05 level (2-tailed).

Source: Researchers' Data, 2026.

Table 1 shows a correlation coefficient (r) of 0.748 with a significance value of 0.000, which is below the 0.05 alpha level. Since the significance value (0.000) is less than 0.05, the null hypothesis (Ho1), which states that leadership commitment does not significantly influence customer satisfaction in the Nigerian hospitality industry, is rejected. Therefore, the alternative hypothesis is accepted. This indicates that leadership commitment significantly influences customer satisfaction by promoting quality service delivery, supporting employee performance, ensuring adherence to service standards, and fostering a customer-oriented organizational culture within the Nigerian hospitality industry.

Ho2: Employee involvement does not significantly influence customer satisfaction in the Nigerian hospitality industry.

Table 2: Correlation between Employee Involvement and Customer Satisfaction

Variables	N	Correlation Coefficient (r)	Sig. (2-tailed)
Employee Involvement	235	1.000	–
Customer Satisfaction	235	0.781**	0.000

Correlation is significant at 0.05 level (2-tailed).

Source: Researchers' Data, 2026.

Table 2 shows a correlation coefficient (r) of 0.781 with a significance value of 0.000, which is below the 0.05 alpha level. Since the significance value (0.000) is less than 0.05, the null hypothesis (Ho₂), which states that employee involvement does not significantly influence customer satisfaction in the Nigerian hospitality industry, is rejected. Therefore, the alternative hypothesis is accepted. This suggests that employee involvement significantly enhances customer satisfaction by encouraging staff participation in quality improvement initiatives, improving service responsiveness, increasing employee commitment, and promoting the consistent delivery of high-quality hospitality services in the Nigerian hospitality industry.

Discussion of Findings

The findings of this study revealed that leadership commitment significantly influences customer satisfaction in the Nigerian hospitality industry. The analysis showed a positive correlation ($r = 0.748$, $p < 0.05$), indicating that management commitment to quality service delivery enhances customers' experiences and satisfaction. This finding is consistent with Akinyemi and Ojo (2023), who found that leadership commitment significantly improved customer satisfaction in selected hotels in Lagos State. Similarly, Aliyu and Hassan (2022) reported that effective leadership promotes service quality and customer satisfaction, while Hameed, Nisar, and Wu (2022) also found leadership commitment to be a significant predictor of customer satisfaction in the hotel industry.

Furthermore, the findings indicated that employee involvement significantly influences customer satisfaction in the Nigerian hospitality industry ($r = 0.781$, $p < 0.05$). This suggests that employee participation, training, and empowerment improve service delivery and customer experiences. This finding agrees with Akinyemi and Ojo (2023), Hameed et al. (2022), and Okpara and Nnaji (2024), who reported that employee involvement and continuous improvement practices significantly enhance customer satisfaction. It is also supported by Ogunnaike, Oyeniyi, and Salau (2022) and Al-Ababneh (2021), who concluded that effective quality management practices improve service quality and customer satisfaction in hospitality organizations.

Conclusion

This study examined Total Quality Management and customer satisfaction in the Nigerian hospitality industry. The findings revealed that leadership commitment and employee involvement significantly influence customer satisfaction by improving service quality, promoting efficient service delivery, and enhancing customers' overall experiences. Strong management commitment

was found to encourage the implementation of quality standards, while employee involvement contributed to improved responsiveness, professionalism, and customer-oriented service delivery. The study also established that effective implementation of Total Quality Management practices enhances service consistency, strengthens customer confidence, and increases customer satisfaction within hospitality organizations. The study therefore concludes that leadership commitment and employee involvement are critical components of Total Quality Management that significantly improve customer satisfaction and enhance the competitiveness and long-term sustainability of hospitality establishments in Nigeria.

Recommendations

Based on the findings and conclusion of the study, the following recommendations were made:

1. Hotel owners and management should strengthen leadership commitment by providing adequate support for quality improvement initiatives, enforcing service standards, investing in employee development, and fostering a quality-oriented organizational culture that enhances customer satisfaction.
2. Hospitality organizations should promote greater employee involvement by empowering staff through regular training, participatory decision-making, teamwork, and effective reward systems to improve service delivery and consistently meet customers' expectations.

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