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Kit Yeng Sin, Mun Chong Sin

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Applying Multi-Criteria Decision Making Technique in Hospitality Quality Management System

Kit Yeng Sin

Universiti Malaysia Sarawak, Faculty of Economics and Business, 94300 Sarawak, Malaysia.

Email: sinkityeng8190@gmail.com

Mun Chong Sin

Universiti Teknologi Malaysia, Faculty of Education, 81310 Johor Bahru, Johor, Malaysia.

Email: simonsinmunchong@gmail.com

Abstract

This study evaluates the importance of quality management (QM) critical success factors (CSFs) within the context of Malaysian hotel firms. Primary criteria to evaluate QM CSFs were determined through literature survey and multi-criteria decision making (MCDM) technique assisted by Decision-Making Trial and Evaluation Laboratory (DEMATEL)-based analytical network process (ANP) (D-ANP). D-ANP is integrated to allow the calculation of importance level, weights of all dimensions and indicators, as well as significances. The findings demonstrated the way hotels can be evaluated and ranked, based on the relationships between and among the contexts and variables. The research findings will assist the policymakers (Ministry of Tourism) to formulate policies and data of QM best practices that will ensure the success of hotel firms.

Keywords: Quality Management, Critical Success Factors, Multi-Criteria Decision Making

Introduction

Malaysian Tourism Report Q2 2015 reported that Malaysia's tourism market has a solid base to grow simultaneously with the wider Asia Pacific Region. Being one of the 12 National Key Economic Areas (NKEAs), the tourism sector is one of the main contributors to Malaysia's economic status. Such contribution is not surprising as Malaysia is one of the top 10 tourism destination in the world (Malaysia Investment Development Authority, 2015), and the tourism sector's profit is expected to rise by 4.0% in 2003 and 4.6% pa between 2013 and 2022; MYR 90.7 billion in 2022 (World Travel & Tourism Council, 2012). Naturally, a high tourist number will affect hoteliers as they compete with each other for profits and competitive advantage. Effective implementation of marketing technique and of QM practices might enhance the quality of products and services delivered. Consequently, these hospitality institutions can stay relevant in the increasingly competitive field.

In the past five decades, firms had been adapting QM into their management system (Sousa & Voss, 2008). The management system was developed in Japan and was the products of Juran, Deming, Crosby, Feigenbaum, and Ishikawa. These quality gurus developed QM due to the rise of the automobile industry in Japan. Over time, QM started to be noticed as a