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Analyzing Quality of Supply Chain Management in Hotels of Isfahan Using the Partial Least Squares (PLS)

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ABSTRACT
Hotels, as one of the major tourism service providers, must offer high quality products to survive in this severely competitive environment so that they can preserve their competitive advantage dealing with other competitors. Therefore, considering the high importance of this subject, this study aims to analyze the quality of hotels supply chain in Isfahan- Iran. On this account, the literature of quality in supply chain is reviewed and seven factors affecting the supply chain are identified. Then research hypotheses are raised in accordance with the seven factors. Data was gathered using questionnaire and Partial Least Square was applied in order to analyze the data. The obtained results indicate that focus on customer, supply chain quality leadership, supply chain quality strategies, supply chain quality information and process approach results in an increase in supply chain quality; meanwhile, the two hypotheses regarding supplier quality management and human resources development of supply chain are rejected. The results of this article will be beneficial to hotels which want to increase the level of their service quality.

Introduction
Over the past six decades, Tourism has been constantly developing and has become one of the greatest and most important sections of the global economy. The number of tourists increased from 25 million in 1950 to 278 million in 1980, 528 million in 1995, and 1133 million in 2016 (UNWTO, 2016). That is, with the escalating destinations and investment in tourism, there are abundant chances in tourism industry which, as a socio-economic factor, play a key role in the development process and welfare of the societies through increasing employment, infrastructure development, and export revenue (Mitchell, 2012). Due to the development of the new technologies, transportation improvement, improvement of the services in the destination and more leisure time, cities are facing a considerable leap in the number of visitors (Berné, García-González, García-Uceda, & Múgica, 2015; Thrane, 2018).
and tourism has managed to account for the majority of the cities’ economic development (Oh, Assaf, & Baloglu, 2016). Consequently, it is necessary to study tourism service providers through which we will be able to improve their economic performance and services’ quality (Stank, Keller, & Daugherty, 2001). Thus, continued, sustainable and high-quality improvement in addition to addressing all the tourists’ demands are needed in order to provide the tourism services (Molina-Azorín, Tarí, Pereira-Moliner, López-Gamero, & Pertusa-Ortega, 2015).

On the other hand, adequate response to the tourists’ needs not only raises their satisfaction but also causes the competitive advantage of the cities to increase. Therefore, cities are looking for ways to elevate their competitive advantage with an adequate response to the tourists’ needs (Zhang, Song, & Huang, 2009), and are competing over appealing more tourists. This serious competition has led to a higher focus on the supply chain networks and their integration instead of focusing on individual companies (Cox, 1999; Halldorsson, Kotzab, & Skøtt-Larsen, 2003). Many studies have examined the definitions, models, and variables of service quality, which usually necessitate the assessment of the services due to non-sensible nature of these meanings (Banki, Ismail, Danladi, & Dalil, 2016; Crosby, 1980; Parasuraman, Zeithaml, & Berry, 1985; Zhang et al., 2009), yet nowadays, SCQM is known as one of the competitive advantage increasing strategies (Foster Jr 2008; Gillen, 2001; Li, Ragu-Nathan, Ragu-Nathan, & Subba Rao, 2006; Lin, Chow, Madu, Kuei, & Yu, 2005). In addition, in the new business paradigm, the competitive advantage is achievable with the simultaneous effect of three competitive factors: Competitive quality, competitive price, and competitive delivery. The integration of the supply chain management and the quality management seems to be completely necessary, considering the manifestation of the competitive quality and competitive delivery in the fields of quality management and supply chain management, respectively (Vanichchinchai & Igel, 2009). Quality management is seeking for the measurements which lead to the customer’s satisfaction (Flynn, Schroeder, & Sakakibara, 1995). Studying this concept initiates an increase in the competitive advantage and in providing goods and services in the shortest time period and with the highest quality possible (Li, Toppinen, & Lantta, 2016). SCQM is known as one of the most important solutions to service quality improvement and expenses reduction (Stank et al., 2001). The supply chain quality management takes place at the last stage toward the total quality management, and involves participation of all the members of a chain in constant improvement and simultaneously all the processes related to the quality of their products and services, occurring in order to gain benefit and added
value throughout the supply chain and to institutionalize the quality in the supply chain and the end customer satisfaction (Ross, 2013).

Hotels are the prominent components in tourism industry development and one of the most important tourism service providers in a destination which play a significant role in the economic development of a destination and tourist attraction (Hernández-Lobato, Solis-Radilla, Moliner-Tena, & Sánchez-García, 2006). Therefore, this study aims to identify the dimensions and key attributes of SCQM in hotels, to propose a conceptual model and guidance for the members of Isfahan’s supply chain members in manipulating the quality measurements all over their supply chain and to help them achieve higher competitiveness and gain their customers’ maximum satisfaction.

**Literature and research model**

*Tourism supply chain quality management*

Transaction in the companies that provide services means using the supplier’s properties and staff so that no commodities are transacted; in fact, purchasing services indicates the transportation of the supplier’s capacity of services to the customers as an amenity (Ellram, Tate, & Billington, 2004), in which preserving quality of a tourism destination is a solution to respond to the prospective challenges of a tourism destination (Augustyn & Ho, 1998).

(Johnson, 1993), defines quality as grading procedure to meet the customers’ needs by applying a set of major features (i.e., Quality can be collocated with some adjectives such as weak, good, and high). Many researchers define the service quality as a criterion to meet the customers’ requirements and expectations (Asubonteng, McCleary, & Swan, 1996; Fitzsimmons & Fitzsimmons, 2013; Lewis & Booms, 1983); in addition, quality is defined as an unstable structure by some vague adjectives such as good, luxurious and prodigal (Parasuraman et al., 1985), also service quality has brought abundant controversies since there has not been a consensus on its definition (Wisniewski, 1996).

(Zhang et al., 2009) state that tourism is a coordinated and packed industry in which the services and products cannot be stored for the future; moreover, these products are so complicated and heterogeneous that tourists must travel to a certain destination to consume them. In addition, contrary to other industries, tourism industry encounters more uncertain demands since there are complicated relations and demanding competitions among service providers. In such ambiance, efficiency, frugality, and high quality services are three factors which are considered to be vital for every tourism destination (Zailani, Iranmanesh, Yusof, & Ansari, 2015). There have been many researches on the definitions, models and variables of services quality (Banki et al., 2016; Cronin Jr. and Taylor 1994; Crosby, 1980; Molina-Azorín et al.,
most of them state the difficulty of services assessment due to its intangible nature.

Due to a boom in various models expected by the customers in the 1980s, the organizations were increasingly interested in the flexibility of production lines and the development of new products to meet the customers’ needs (Chen & Paulraj, 2004), and in the 90s, by improving the production process and applying the re-engineering models, the managers of different industries perceived that in order to survive in the market, improving the internal process and raising flexibility of the companies’ abilities are not enough, so the products and raw materials’ suppliers have to produce the products with the best quality and the lowest costs, moreover, the products’ distributors have to establish closer relations with the productive market development policies; thus, this view gave birth to the strategy of supply chain quality management (Azmi, Hamid, Ahmad, & Ramli, 2017; Li & Lin, 2006). SCQM includes a wide range of both internal and external organizational activities and more cooperation with the customers which together look for creating a common long term model and soaring the competitive advantage throughout the supply chain; moreover, continual analysis and improvement of the products, services and processes will result in formal coordination and business process coherence of all organizations involved with supply chain, which will lead to the satisfaction of medium and final customers (Meca & Timmer, 2008; Min et al., 2005; Robinson & Malhotra, 2005).

Applying quality management at supply chain’s level is a demanding task. In fact, because applying quality management at the company level necessitates complete cooperation and commitment among the organization’s members, including both managers and staff, it is vital for supply chain members to have complete coordination, cooperation, and coherence. This demands a management style that not only encompasses the terms and concepts of total quality management, but also differs from the quality management at the company level. In such an environment management at the supply chain level and coordination among companies with different aims and objectives requires an increase in both the complexity and challenges of management (Vanichchinchai & Igel, 2009), SCQM enjoys many benefits by which the companies are able to increase the supply chain operation and the final product’s quality and earn a competitive advantage by integrating the concepts of both total quality management (TQM) and supply chain management (SCM), by creating synergy and by possessing the three factors of competitive quality, competitive price, and competitive delivery simultaneously(Kuei & Madu, 2001; Robinson & Malhotra, 2005; Vanichchinchai & Igel, 2009).

Research hypothesis

Concentrating on customers is an important factor in companies’ success (Fornell & Wernerfelt, 1987; Freng Svendsen, Haugland, Grønhaug, &
Hammmervoll, 2011), based on different beliefs, customers have different needs, so identifying customers’ needs is one way to increase both services quality and competitive advantage in the hotels (Kandampully & Suhartanto, 2000), for quality guarantee initiates with the customers’ needs and terminates with their satisfaction. Many researches reveal that creating the required infrastructures and tools for customers’ connection results in identifying their needs and expectations, and measuring customers’ satisfaction is one of the solutions to increase the services quality (Cooper, Lambert, & Pagh, 1997; Fecikova, 2004; Kuei & Madu, 2001; Kuei, Madu, & Lin, 2008; Sila, Ebrahimpour, & Birkholz, 2006; Tan, Kannan, Handfield, & Ghosh, 1999). Hence,

H1: Concentrating on customers has a positive effect on QSC of the hotels in Isfahan.

Managers define the objectives and tasks to achieve success for the organizations. Managers’ support and commitment to take the essential measures in order to increase products’ quality is one of the important factors in supply chain quality management (Kwon & Suh, 2004). Managers can provide coherence, coordination and cooperation by their proper reactions; furthermore, managers’ coordination in applying supply chain quality management can result in raising the services and products’ quality (Chang, 2009; Matthews, 2006; Tan et al., 1999; Tatoglu et al., 2015). Therefore, senior managers’ awareness and ability in supply chain quality management on the one hand, and culture and policy making at the supply chain level on the other, can cause higher quality of services provided to the end consumer (Bienstock, Stafford, & Stafford, 2015; Chang, 2009; Monczka, Handfield, Giunipero, & Patterson, 2015; Robinson & Malhotra, 2005; Van Weele, 2009). Thus, according to the findings it seems that:

H2: Leading the quality of supply chain has positive effect on QSC of the hotels in Isfahan.

Identifying the customers, planning the quality, decreasing the costs and reducing the stocks can be the most important strategies in the management of a supply chain (Arndt, 2004; Croom, Romano, & Giannakis, 2000). The strategies of the supply chain quality are considered at three levels of organization, cooperation between the chain members and coalition among the suppliers (Simatupang & Sridharan, 2002; Vachon & Klassen, 2008), so the strategies alignment in quality management with the supply chain management strategies can lead to a rise in the quality of the services and products offered to the customers (Bienstock et al., 2015; Kanji & Wong, 1999; Kaynak & Hartley, 2008; Kuei et al., 2008; Matthews, 2006; Romano & Vinelli, 2001; Sila et al., 2006); hence, based on the studies it seems that:
H3: The strategies of the supply chain have positive effect on QSC of the hotels in Isfahan.

The process-oriented approach in the supply chain has positive effects on decreasing the costs, improving the provided services, and reducing the delivery time of the products and services (Li, Su, & Chen, 2011; Matthews, 2006), and also its intangible impacts such as expanding the market opportunities, soaring the competitiveness and creating the competitive advantage are considered to be a drive in increasing the products’ quality (Naylor, Naim, & Berry, 1999). In general, the process-based approach in the supply chain parallel to improvement in the managerial processes and the chain’s plans through the cooperation between other beneficiary companies pave the way to create value for all members of the supply chain and to increase the services and products’ quality. Although the importance of such advantages varies among the chain’s members (Clott & Hartman, 2016), the process-oriented approach considers the whole process (from realizing the customers’ needs to meeting them) as an integral function, not a single function, in order to create value for the organizations’ customers (Li et al., 2011; Matthews, 2006); thus, its examination and application can be an appropriate solution to raise the services and products’ quality (Power, 2005), so:

H4: The process-oriented approach has positive effect on QSC of the hotels in Isfahan.

Information plays a remarkable role in applying the supply chain since the supply chain managers’ decision making is based on information (Pongsathornwiwat, Huynh, Theeramunkong, & Jeenananta, 2016). The information system includes the tools by which it is tried to acquire the essential awareness of the existing information and to analyze them in order to make better decisions within supply chain. Without information, managers do not know how to realize the customers’ needs, nor can they recognize the stock’s quantity, and they will not be able to estimate the proper time to produce and provide the products. Therefore, information can offer a comprehensive view of the supply chain in order to facilitate decision making to improve the supply chain (Angulo, Nachtmann, & Waller, 2004; Chen, Drezner, Ryan, & Simchi-Levi, 2000; Gunasekaran & Ngai, 2004; Lee & Whang, 2000). According to the existence of the providers, there are many ties in a supply chain (Cooper et al., 1997). The tourism chain information system creates a continual information stream from the customers to the suppliers, and it functions as a commuting flow throughout the chain (Alford, 2005; Tapper & Font, 2004). In many studies, the supply chain information system is considered to be a factor in assessing the performance (Li, Markowski, Xu, & Markowski, 2008; Narasimhan & Nair, 2005), so it
seems that the existence of the communications can lead to a rise in the tourism services quality; hence,

H5: The supply chain information has positive effect on QSC of the hotels in Isfahan.

The suppliers can have a considerable role in the performance quality of the companies (Foster, 2008; Robinson & Malhotra, 2005). The suppliers’ quality management in the supply chain includes a series of processes and streams placed within and between the different production phases in order to meet the companies’ needs in the best possible way (De Sousa Jabbour, Jabbour, Latan, Teixeira, & De Oliveira, 2014; Kannan & Tan, 2005), so it seems that:

H6: The suppliers’ quality management has positive effect on QSC of the hotels in Isfahan.

Human resources is considered to be one of the most important factors in improving the services quality (Ketchen & Giunipero, 2004), and several researches have studied the role of training and enabling the staff to solve the issues pertinent to service quality and forming the groups to solve the issues related to the supply chain quality by the members’ participation of the beneficiary companies as a key to success in supply chain management (Chang, 2009; McCarter, Fawcett, & Magnan, 2005). On the other hand, sharing knowledge and information of a product’s quality among human resources and having a coherent culture among the staff will result in increasing the services and products’ quality provided by the companies (Ketchen & Giunipero, 2004; Sankaranarayanan, Traulsen, Sporrong, & Brown, 2014), so it seems that:

H7: Developing and training human resources has no positive effect on QSC of the hotels in Isfahan.

The research model is illustrated in Figure 1.

**Methodology**

Since hotels have a considerable part in tourism industry and have a more analyzable structure in comparison with other tourism businesses and due to the importance of SCQM, this study tries to offer a conceptual model in order to identify the effective factors on QSC of the hotels in Isfahan; on this account, based on the literature review, seven effective factors, including focus on customer, supply chain quality leadership, supply chain quality strategies, supplier quality management, supply chain quality information, human resource
development of supply chain and process approach, were identified and analyzed by Partial Least Square (PLS) model. PLS is a structural model based on the data analysis variance. This model allows us to work with small amounts of data. (Esposito Vinzi, Chin, Henseler, & Wang, 2010).

**Data collection**

This study was conducted in Isfahan in 2016. This city possesses numerous attractions and is one of the main tourism targets in Iran and has 57 hotels according to the statistics provided by the hotel owners’ union. Due to the low population of the study, the total number technique was applied, and mentioned earlier, PLS is accurate even for small data. A 33-item questionnaire including 7 main factors (Table 1) and 5 Likert-scale options was distributed among the hotel staff and managers in May 2016.

**Results**

**Measurement model assessment**

There is a unified framework to fit the modeling test of variance-oriented structural equations, First is assessment of the measurement model (outer model), Structural model test (Inner Model), and Total model test (PLS). PLS includes two steps: Step 1 considers the measure model assessment which determines the reliability and validity of the model. Step 2 defines the inner model, and the total assessment criterion of PLS model is then estimated (Abdi, Chin, Vinzi, Russolillo, & Trinchera, 2013). The reflective measurement model test consists of analyzing reliability, composite reliability, convergent, and discriminant validity(Campón-Cerro, Hernández-Mogollón, & Alves, 2016; Chin, 1998).
The findings indicate that the final coefficient of all variables is between “.611 to .890”. (Barclay, Higgins, & Thompson, 1995; Chin, 1998), stated that if the reliability coefficient is above .60, the variables enjoy desirable reliability, so all variables have appropriate reliability; furthermore, internal consistency of each factor shows that the rate of variables’ composite reliability is above .70, so according to (Khoshkam, Marzuki, & Al-Mulali, 2016), reliability of the data is placed at a desired level, and AVE quantities were used to calculate the convergent validity. If the AVE is above .50, convergent validity exists (Campón-Cerro et al., 2016). According to Table 1, the AVE of all factors is above .723, a figure which supports the convergent validity of all factors.

<table>
<thead>
<tr>
<th>Factor</th>
<th>Item</th>
<th>Loading</th>
<th>AVE</th>
<th>t-test</th>
<th>Cronbach’s Alpha</th>
<th>Composite Reliability</th>
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Discriminant validity evaluates the capability of a reflective measurement model in measuring the observables’ distinction of the hidden variables compared with the other existing observables in that model. Discriminant validity is, in fact, supplementary to convergent validity which indicates the distinction between a hidden variable’s marker and the other markers of that structural model (Esposito Vinzi et al., 2010). One criterion to measure the discriminant validity is using the test of (Fornell & Larcker, 1981) in which a hidden variable must have more dispersion within its own observables so that it states the hidden variable enjoys higher discriminant validity. Statistically, square root of AVE in each hidden variable must be more than the maximum correlation of that variable in comparison with the other hidden variable (Henseler, Ringle, & Sinkovics, 2009).

In Table 2, the square root of AVE is shown in bold through the table’s diameter. Since the square root of AVE in each factor is more than the correlation between the factors printed in bold and the other factors, discriminant validity is confirmed. After analyzing the model’s validity and reliability, it is possible to evaluate the structural model.

**Structural model assessment**

Structural model assessment is conducted by checking the coefficient of determination (R²) in each independent factor and the significant of the paths by bootstrapping (Hair, Ringle, & Sarstedt, 2011). Table 3, shows the value of R², T-Value, p-Value, and β statistical indexes, the model’s variables and their categories. Based on the study (Hair et al., 2011), R² is considered to be weak if it is more than .25, moderate if it is more than .5, and substantial if it is more than .75. Since R² is close to .75, it is considered to be moderate-substantial (Campón-Cerro et al., 2016).

**Hypothesis testing**

The findings are presented according to the results in Table 3, and the results are shown in Figure 2.

**Table 2. Discriminant validity**

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<tr>
<td>SQM</td>
<td>.425</td>
<td>.7</td>
<td>.796</td>
<td>.4</td>
<td>.746</td>
<td>.796</td>
<td>.794</td>
</tr>
<tr>
<td>HRD of SC</td>
<td>.77</td>
<td>.69</td>
<td>.529</td>
<td>.554</td>
<td>.54</td>
<td>.67</td>
<td>.729</td>
</tr>
</tbody>
</table>
**H1: Focus on customer has positive effect on QSC.**

Hypothesis 1 states that focus on customer has positive effect on QSC, so the results indicated that this hypothesis with coefficient of .139 at the level of .01 is acceptable. The findings in (Freng Svendsen et al., 2011; Sila et al., 2006) also confirm the positive effect of focus on customer. Focus on customer can also lead to some advantages such as identifying the customers' specifications, realizing their needs and receiving feedback based on the function of the business. Such items result in more accurate market segmentation, providing more personalized services, and consequently, increasing the final product's quality. Moreover, focusing on customers and receiving feedback from customers helps the companies to diagnose and remove any deficiencies. Furthermore, focusing on customers in the supply chain results
in soaring performance, reducing the production time and raising the services quality of the offered products (Chang, 2009). On the other hand, since competitiveness has remarkably increased in tourism industry and there are small differences in the products and services, hotels are seeking to achieve the competitive advantage (Kandampully & Suhartanto, 2000).

**H2: Leading supply chain quality has positive effect on QSC.**
This hypothesis is confirmed based on the coefficient of .311 at the significant level of 0.006. In the studies (Bienstock et al., 2015; Matthews, 2006; Tan et al., 1999) the effective role of leadership on improving the supply chain quality was emphasized indicating that leadership in the organizations has remarkable effect, not only on planning and defining the strategies, but also on executing and supervising them. In addition, the leadership ability in coordination, cooperation, and coherence between the supply chain parts increases the quality of the final products (Mentzer et al., 2001).

**H3: The supply chain strategies have positive effect on QSC.**
Hypothesis 3 stated that the supply chain strategies have positive effect on QSC. This hypothesis is confirmed based on the coefficient of .483 at the significant level of .000. (Romano & Vinelli, 2001) mentioned that the strategies of assessing and choosing the suppliers, raw materials, distribution channels, innovations of producing new products, etc. are effective on the final products’ quality (Kanji & Wong, 1999; Kaynak & Hartley, 2008).

**H4: The process-oriented approach has positive effect on QSC.**
Hypothesis 4 stated that the process-oriented approach increases QSC. This hypothesis is confirmed based on the coefficient of 0.316 at the significant level of 0.000. These findings are compatible with the findings of Li and colleagues (2011) and Matthews (2006), and Trkman, Indihar Štemberger, Jaklic, & Groznik (2007) stated that the process-oriented approach improves the chain and increases sharing of sources.

**H5: Supply chain information has positive effect on QSC.**
Hypothesis 5 predicted that the supply chain information increases QSC. This hypothesis is confirmed based on the coefficient of .235 at the significant level of 0.004. These findings are consistent with the findings of Lee, Padmanabhan, & Whang, 2004; Lee, So, & Tang, 2000). (Zhang et al., 2009) mentioned that tourism is a multidimensional industry, and contrary to other economic sectors, it includes a complex of service providers consisting of travel and tourism service offices, air, rail, road and sea transportation agents, hotels, motels and guest houses, tourism attraction agents, restaurants, handicrafts, souvenir, clothing, shoes and leather goods stores and other items sought after by tourists, and in fact, information plays a
considerable role in increasing the quality of products and services in this industry.

**H6: The suppliers’ quality management has positive effect on QSC.**

Hypothesis 6 predicted that the suppliers’ quality management increases QSC of the hotels in Isfahan, yet this hypothesis is not significant statistically, and although QSM is considered to be a key factor in increasing QSC in many studies (Forker, 1997; Saraph, Benson, & Schroeder, 1989), this hypothesis is rejected due to lack of cooperation and coherence among the suppliers of the hotels in Isfahan, so it needs to be studied separately to know why.

**H7: Developing and training human resources has no positive effect on QSC of the hotels in Isfahan.**

Hypothesis 7 predicted that developing and training human resources increases QSC, yet this hypothesis is not significant statistically; however, training and empowering the staff has been shown to be a key factor in supply chain quality management in many studies (Chang, 2009; McCarter et al., 2005). This hypothesis is rejected due to the lack of enough education for the human resources of the hotels in Isfahan, so it needs to be studied separately to know why.

**Discussion and implications**

By integrating two viewpoints regarding TQM and SCM, QSCM is considered to be one of the most important approaches to analyze and identify the weak and strong points of quality in supply chain, aiming to achieve three main factors including competitive advantage, competitive price and competitive delivery by increasing cooperation, coherence and coordination; in addition, this approach can result in creating competitive advantage for active businesses in tourism industry including the hotels, so this study aimed to analyze the supply chain quality of the hotels in Isfahan. On this account, based on the literature review, seven effective factors (comprising 33 items), including focus on customer, supply-chain quality leadership, supply-chain quality strategies, supplier quality management, supply-chain quality information, human resource development of supply chain, and a process-oriented approach, were identified and analyzed by Partial Least Squares (PLS) model.

The results revealed that among the considered factors, SCQS is the most effective one on supply chain quality of the hotels. Strategies are known to be the road maps of supply chain management aiming to align the final customers’ needs with the information and material streams through the supply chain in order to keep the balance between service quality and high costs. As
a bidirectional flow, information can play a substantial role in improving the quality of hotels; consequently, managing this flow can result in increasing efficiency and performance, and therefore it can raise the quality of services offered to tourists.

A process-oriented approach results in a holistic view from beginning to end so that all aspects in the process of producing and providing services are thoroughly considered, ultimately leading to guaranteed service quality. This attitude results in increasing the supply chain quality of the hotels in Isfahan. By having a holistic view and a process-oriented approach, the leader of the supply chain is able to apply efficient management approaches to different parts of the supply chain. Leadership plays a remarkable role in cooperation, coordination, and coherence of the supply chain which contributes to an increase in the services quality and customers’ satisfaction of the hotels. Customers’ satisfaction with the services quality is one of the most important factors in achieving the competitive advantage by the hotels. Nowadays, the customers are looking for different services with high quality; as a result, focusing on customers leads the offered services to have desired quality. Likewise, the hotels of Isfahan are also paying attention to the customers and their needs.

Hypotheses 1–5 were compatible with the findings of the other studies and literature, yet SQM, QSC, and HRD were incompatible with the concepts of supply chain quality. Seemingly, due to lack of coherence among the supply chain factors of the hotels in Isfahan and to the structural weakness in supply chain management, the hotels have no control on their suppliers’ quality, so despite appropriate activities of the hotels, the final product has low quality due to the low quality of the materials and the initial services; moreover, since human resources play a considerable role in offering services and transacting with the customers, it is one of the most effective factors in services quality. It seems that the absence of effect of this factor on the supply chain quality of the hotels in Isfahan is due to the weaknesses both in human resources’ education and in human resources management. Furthermore, based on the findings, it seems that tourism macro-management and hotel management should pay more attention to this approach in order to increase their services quality. Moreover, it is suggested that further studies be conducted to investigate the role of QSC, HRD, and SQM along with the reasons for their inefficiencies, and also the new dimensions of QSCM. In addition, hotels should be remove the problems that negatively affect quality. It is recommended that the managers of hotels be aware of the issues regarding how to increase the level of cooperation with suppliers, since suppliers have a remarkable role in determining the quality of hotel services. In addition, our findings suggest that the hotels with pay attention to quality on tourism supply chain, can be more successful. Last but not list, they should be focus on training human resources and using the new potentials
of the social media in providing a high quality service. Finally, our study suggest that removing the problems pertinent to the quality of hotels; for this reason, it is recommended that the managers of such businesses increase the internal system integration of their businesses through efficient communication.

References


