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Gavin Dick
Kent Business School

Iñaki Heras-Saizarbitoria
The University of the Basque Country UPV/EHU

Juan José Tarí
University of Alicante

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Gavin Dick
Kent Business School
University of Kent
g.dick@kent.ac.uk

*Iñaki Heras-Saizarbitoria**
Department of Management
The University of the Basque Country UPV/EHU
iheras@ehu.es

Juan José Tarí
Department of Management
University of Alicante
jj.tari@ua.es

Abstract
This paper presents the results of a study of hotels that are certified for quality management to identify the reasons for seeking quality certification. The authors analyze whether internal or external drivers for seeking certification have different impacts on benefits and the use of quality tools in the hotel industry. The analysis groups hotels according to the importance of their internal reasons for certification, and uses cluster analysis to identify the significant differences between groups of hotels. The findings for the 32 hotels analysed show that hotels that pursued certification for internal reasons develop better quality tools and have increased levels of benefits.

Keywords: quality certification; hotel industry, internal benefits; external benefits, quality tools; Spain.

Introduction

The adoption of quality management standards (e.g. ISO 9001) continues to be important for many companies as the number of certified organisations worldwide shows. For example, by the end of 2010, at least one million ISO 9001 certificates had been issued in 178 countries, which doubled by far the number of certificates at the end of 2000 (ISO, 2011). The ISO 9001 standard gives the requirements for quality management systems needed to provide assurance about the firm's ability to satisfy quality requirements and to enhance customer satisfaction in supplier-customer relationships (ISO, 2011).

A recurring topic in the literature is the benefits of quality certification but results often show that certification benefits are not achieved in practice. Some studies argue that certified firms have no better benefits than non-certified (Singels et al., 2001; Tsekouras et al., 2002) while others show positive benefits of the quality certification (Heras et al., 2002; Chow-Chua et al., 2003; Dick et al., 2008; Singh, 2008; Lee, 2012). This leaves the question of what are those factors that can facilitate the achievement of benefits from certified quality systems (i.e. reasons for seeking certification).

The results from various tourist sub-sectors are similar (Augustyn & Pheby, 2000; Lee et al., 2008; Mak, 2011), and hotels conform to this general pattern of mixed results (Callan, 1992; Walker & Salameh, 1996; Nield & Kozak, 1999; Alonso-Almeida et al., 2012). In overall terms, the findings for the hotel sector show that quality certification can have internal and external benefits (e.g. Nield & Kozak, 1999; Nicolau & Sellers, 2010; Alonso-Almeida et al., 2012).

Given the mixed results for benefits for ISO 9001 accreditation shown in the literature, scholars' have sought to find causal factors that affect the benefits of quality certification. In particular the motives for pursuing certification are suggested as important for understanding the benefits of quality certification (e.g. Naveh & Marcus, 2005).

The studies that analyze the benefits of quality certification, using motives as an intervening variable, find stronger effects of quality certification on benefits for firms that have developmental motives (Jones et al., 1997; Terziovski et al., 2003; Naveh & Marcus, 2005). Overall, firms that certify for internal reasons appear to benefit more than those that certify for external reasons (Singels et al., 2001; Boiral & Roy, 2007; Martínez-Costa et al., 2008; Prajogo, 2011).

Manufacturing industry is the focus of most causal studies of quality certification benefits (Gustafsson et al., 2003) as there are few studies analysing causal issues in services (Boiral & Roy, 2007; Martínez-Costa et al., 2008; Nair & Prajogo, 2009). Our searches find only one (Alonso-Almeida et at., 2012) that examines causal issues in hotels, despite the hotel industry being a substantial sector of service industries (OMT, 2011). Overall, for the service sector we find few studies that examine how causal mechanisms influence the use of quality tools (Herbert et al., 3003; Tarí & Sabater, 2004) and none for the hotel industry that have analyzed if the usage of quality tools is linked with achieving benefits from certification.

Consequently, there exists a knowledge gap concerning hotels (Viada-Stenger et al., 2010) as the literature is unclear as to how internal and external drivers for certification act differentially on benefits and the use of

quality tools. This paper contributes to the literature on the role of drivers for quality certification extending the results of previous studies of ISO 9001 to a specific type of quality certification and showing new ideas on the association between reasons and the usage of quality tools.

The aim of the present study is to identify the reasons for seeking quality certification and analyze whether internal or external drivers for seeking certification have different impacts on benefits and the use of quality tools in the hotel industry. First the paper identifies why hotels decide to seek quality certification. Second, it examines whether hotels that certify for internal reasons obtain more benefits and apply more quality tools than those that certify for external reasons. Below we specify the research questions:

1: Is the dominant motivation for hotels seeking quality certification internal or external?
2: Do hotels that certify for internal reasons obtain more benefit than those that certify for external reasons?
3: Do hotels that certify for internal reasons implement quality tools to a greater extent than hotels that certify for external reasons?

The next section reviews institutional theory and resource-based views, that can help explain how internal and external drivers for quality certification impact on benefits and the use of quality tools. The paper then continues with a description of the research methods, followed by the results. Finally, the discussion and conclusions section summarizes the contribution of the paper, indicates limitations and suggests directions for future research.

Literature review

Theoretical framework

The early literature on the benefits of quality certifications reported mixed results leading to research work exploring factors that might influence benefits. These studies analysing the influence of motives for seeking certification have provided new ideas that provide a better understanding of the relationship between quality certification and benefits. The resource-based view and institutional theory can be frameworks to understand better the impacts of motives for seeking certification. Institutional theory explains the process by which firms become motivated by external drivers and the resource-based view explains the mechanism for internal drivers becoming important (Martínez-Costa et al., 2008; Nair & Prajogo, 2009; Prajogo, 2011).

Institutional theory suggests that social and environmental factors play an important role in creating an isomorphic effect, which influences the adoption of certain management practices (Meyer & Rowan, 1997), such as quality standards (Nair & Prajogo, 2009; Heras-Saizarbitoria, 2011; Heras-Saizarbitoria & Boiral, 2012). Coercive, mimetic and normative factors influence the behavior of organizations (DiMaggio & Powell, 1983). For example, coercive external pressures for having the ISO 9001 standard from society or other organizations (e.g., the regulatory environment set by government's policy) (Singels et al., 2001) and/or customer demanding their suppliers to be certified (Lee, 1998; Rubio-Andrada et al., 2011) push many managers to pursue certification. Normative pressures are pressures to match the norms of others in a discipline or profession (DiMaggio & Powell, 1983).

Thus, to achieve parity managers may be driven to adopt ISO, to improve their corporate reputation in the market (Jones et al., 1997; Prajogo, 2011). Mimetic pressures suggest that uncertainty encourages imitation (DiMaggio & Powell, 1983) and this creates a tendency for firms to adopt similar practices to those implemented by other organizations. Support for this is found by Nair & Prajogo (2009), who found many companies adopt the ISO 9001 standard to imitate other organizations that have successfully gained certification for their quality management systems.

These institutional drivers lead organizations to pursue quality management certification as a way of obtaining legitimacy in their business environment. However, because the badge of quality is what they seek, this leads to a minimum degree of effort in implementing the requirements of the ISO 9001 standard (Nair & Prajogo, 2009). In these circumstances organisations conform to the standard only at an administrative or surface level (Martínez-Costa et al., 2008) and thus few improvements derive from the quality system (Brown et al., 1998).

The resource-based view considers how best to apply the valuable resources of the firm to improve the firm's competitive advantage (Penrose, 1959; Grant, 1991). Consistent with this theory, is an organization's commitment to develop and improve knowledge and processes throughout the organization to achieve a quality culture where reduced errors and better quality for customers are an outcome. To successfully achieve a quality culture, research shows the importance of soft quality management issues (Powell, 1995; Samson & Terziovski, 1999). Similarly, in the case of ISO 9001 standard, firms committed to achieve competitive advantage may consider improving quality, customer focus, cost reduction, etc., as important reason for implementing the ISO 9001 standard; using the standard as a platform for achieving a quality culture as a way of gaining competitive benefits.

When firms seek certification for internal motives, they build difficult to imitate capabilities that maintain competitive advantage (Prajogo, 2011) through developing the standard's requirements to a higher level than competitors. For example, data on errors collected through quality procedures prompt detailed analysis by employees (using the training they have received in using quality tools) to identifying the true causes of non-conformance. This leads to effective improvement actions that reinforce the quality culture within the organization. Thus when motives for quality certification are internal, an organisation can create valuable internal resources, because the quality improvement activities, linked to the quality standard, become part of the firm's technical core (Martínez-Costa et al., 2008) and are seen as an everday means of continually improving internal efficiency.

In summary, internal drivers help companies to continually improve their quality management system rather than maintain it at the standard's minimum level of compliance that external drivers tend to achieve (Nair & Prajogo, 2009).

Internal and external drivers for seeking certification and performance

A wide range of specific reasons for seeking quality certification are suggested by the literature. The most common reasons are customer demand, improving

efficiency, increasing market share, developing quality awareness, increasing competitiveness, process standardization, improving service quality, and customer satisfaction (Carlsson & Carlsson, 1996; Jones et al., 1997; Brown et al., 1998; Huarng, 1998; Escanciano et al., 2001; Singels et al., 2001; Gotzamani & Tsiotras, 2002; Posinska et al., 2002; Terziovski et al., 2003; Singh et al., 2006; Lo & Chang, 2007; Jang & Lin, 2008; Magd, 2008). Previous studies in manufacturing and service organizations (Jones et al., 1997; Escanciano et. al., 2001; Yahya & Goh, 2001; Jang & Lin, 2008) and in hotels (Alonso-Almeida et al., 2012; Álvarez-García et al., 2012) group reasons as either internal or external.

Internal reasons relate to processes, procedures and people within an organisation. These reasons include improving efficiency, product/service quality, processes and procedures, developing quality awareness, and reducing incidents and complaints. External reasons include competitive advantage, increasing market share, customer demand, pressure from customers, and direct entry into new markets.

According to the literature, most organisations are motivated by external factors (Carlsson & Carlsson, 1996; Jones et al., 1997; Lee, 1998; Martínez-Costa et al., 2008). Research by Rubio-Andrada et al. (2011) also indicates external reasons are applicable motives for small hotel enterprises pursuing certification. In contrast, other scholars report that some organisations are primarily motivated by internal factors (Boiral & Roy, 2007; Casadesús et al., 2010). This also seems to apply to the hotel industry, where one study indicates that internal drivers dominate the reasons for companies pursuing quality certification (Alonso-Almeida et al., 2012).

Next we come to research that shows that the reasons for certification have an influence on benefits. Several scholars use motives as the intervening variable to analyze the effects of ISO 9001 quality certification on benefits (Jones et al., 1997; Brown et al., 1998; Yahya & Goh, 2001; Singels et al., 2001; Terziovski et al., 2003; Naveh and Marcus, 2005; Prajogo, 2011). They find that organizations seeking quality certification for internal motives achieve clear internal benefits (e.g. lower waste and/or lower costs). Similarly, some scholars report better quality (Jones et al., 1997; Brown et al., 1998; Singels et al., 2001) and mixed results are found for other benefits such as higher sales/market share (Jones et al., 1997; Brown et al., 1998; Singels et al., 2001) or profitability (Singels et al., 2001). These studies also find that there are no internal or external benefits from quality certification when internal motives are absent. This indicates that the positive effects depend of the existence of internal motives to develop quality practices (Dick, 2009).

Firms seeking certification for internal reasons encounter fewer difficulties in implementing ISO 9001 (Yahya & Goh, 2001) and obtain higher benefits than those that have external reasons (Jones et al., 1997; Singels et al., 2001; Yahya & Goh, 2001; Terziovski & Power, 2007).

In tourism enterprises (Augustyn & Phebhy, 2000) and in research in service organizations (Psomas et al., 2010) findings show that the most critical factors for the effective adoption of quality certification are internal motivation factors such as commitment and support of senior management, efficiency improvement, and continuous improvement of process and product. For example, in the hotel industry quality certification may have positive

effects on internal benefits such as people and operational benefits (Callan, 1992; Walker & Salameh, 1996; Nield & Kozak, 1999), and on external benefits such as customer satisfaction (Walker & Salameh, 1996; Birdir & Pearson, 1998; Nield & Kozak, 1999; Rubio-Andrada et al. 2011). Similarly, internal and external motives may have positive effects on both operational and financial benefits (Alonso-Almeida et al., 2012; Álvarez-García et al., 2012).

Based on this literature review we can conclude that managers committed to internal drivers adopt quality certification with a proactive approach and this explains the differences in benefits that are found depending on whether the drivers are internal or external.

Similarly, as firms that certify for internal reasons experience less difficulty in satisfying the elements of quality certification than those that certify for external reasons (Yahya & Goh, 2001), they possess a more fully developed quality management system and quality culture than firms that certify for external reasons (Jones et al., 1997). Therefore, firms that are more committed to internal reasons are likely to have a higher degree of implementation of quality management practices and tools (Ahire et al., 1996; Rao et al., 1999; Rahman, 2001.

Our review indicates that when firms implement quality certification for the reasons suggested by institutional theory, implementation is superficial (Nair & Prajogo, 2009), and in practice this implies more costs than benefits for the firm. In contrast the resource-view of the firm implies that when an organisation becomes certified for internal reasons, the implementation of quality certification requirements is deeper involving internalizing the spirit of the standard by developing resources through using quality practices and tools to improve performance. As a result, those certified firms that score high on internal drivers will have higher levels of benefits (Boiral & Roy, 2007; Martínez-Costa et al., 2008) and usage of quality tools than those with lower internal motivation.

Despite quality issues being key in the hotel industry (Kimes, 2001; Min et al., 2002; Ruiz-Molina et al., 2011) and the size of the hotel sector in service industry worldwide and in Spain (OMT, 2011) the research we have explored above does little to inform us of the role of motives for hotels seeking certification, or the link to benefits achieved or the usage of quality tools. Therefore based on the review, we propose three research questions (RQ):

RQ1: Is the dominant motivation for hotels seeking quality certification internal or external?

RQ2: Do hotels that certify for internal reasons obtain more benefit than those that certify for external reasons?

RQ3: Do hotels that certify for internal reasons implement quality tools to a greater extent than hotels that certify for external reasons?

In the next section we elaborate on the methods used before moving on to our findings that will address the research questions.

Method

The study population includes all hotels in the Alicante (Spain) region with two through to five stars ratings that have been certified under the Spanish 'Q for Tourist' Quality Mark certification of the Spanish Tourism Quality Institute (ICTE) (from now we refer to approval to this standard as 'Q certificate'). The

basic document of this certification in the case of hotels is the UNE 182001 standard for tourist hotels and apartments issued by AENOR, the Spanish Association for Standardization and Certification. Many hotels in Spain are currently certified according to the Q certificate or the, ISO 9001 standard and some even have both of them.

The Q certification aims to achieve minimum quality standards, depending on the administrative category, type of service, and type of establishment, although individual organisations are free to establish higher standards (Casadesús et al., 2010). Although the Q Standard is based on ISO 9001 and is similar to ISO 9001, there are some differences:

- The ISO system does not set service criteria or standards. The Q Standard includes all the service quality specifications within the standard itself.
- The ISO system applies to any industry or organization, whereas the Q System applies only to the tourism industry.

The ICTE maintains a register of certified hotels which the authors used. The register includes a total of 33 certified hotels in Alicante, Spain. Out of the 33 hotels, one (3%) is a 2-star hotel, eleven (33%) are 3-star hotels, nineteen (58%) are 4-star establishments and two (6%) are 5-star hotels.

The study used a structured questionnaire with groups of closed questions to answer each of the three research questions (see Appendix). Thanks to the support of the person responsible for the ICTE in Alicante, who had good contacts with the hotels in the population we obtained a good response to the questionnaire. In a meeting between the ICTE and all the quality managers from Q-certified hotels in the region of Alicante, the person responsible for quality at the ICTE distributed the questionnaire and encouraged the hotel managers to complete it as a priority. At this stage, only 7 hotels returned completed responses (21.2%). After that, the researchers sent the questionnaire by e-mail, accompanied by an introductory letter, to the managers of the 33 hotels. This was followed up by another copy of the questionnaire to the hotels that had not answered, and finally, the researchers telephoned all the hotels that had not answered. In this way, 32 hotels responded, a rate of 97 %. The hotel which did not answer was a 3-star establishment.

Measures

An expert panel was used to pre-test the questionnaire. The panel consisted of, one researcher who specialised in quality and hospitality management, two quality experts from the hotel industry and one quality expert from the ICTE.

Reasons for seeking Q certification.

The questionnaire included the eight most frequently cited items from the literature, covering both internal and external drivers (See the Appendix for details of the items).

Benefits from Q certification.

The questionnaire uses eight items (see Appendix), that are consistent with the literature review and include both internal and external benefits.

Tools used for Q certification.

The authors initially identified from the literature common quality techniques and tools but after the pre-test the experts suggested some additional tools that are used in the hotel industry and indicated others that should be deleted as they are not in common use in hotels. The finalized list of items measuring the eleven quality tools, on a 5-point scale, can be found in the Appendix.

Analytic procedures

The analysis started with a factor analysis of the items used to identify the reasons for seeking Q certification (research question 1). Based on the factors identified (reasons for seeking certification), cluster analysis was then used to classify the hotels into three groups according to their reasons for seeking certification. Following this the three groups were analysed using Kruskal-Wallis tests to indicate differences between the groups in relation to their levels of benefits (research question 2) and their use of quality tools (research question 3).

Results

Research question 1: Reasons for certification

The initial analyses used a principal component factor analysis with varimax rotation of the answers given to the eight items related to reasons for seeking certification. The analysis excluded factors with loads lower than 0.40, which is usually taken as the cut-off for factor loading in empirical research (Huarng et al., 1999). The analysis (Table 1) revealed three factors, which explained 80% of the total variance. We tested the sampling adequacy and this was adequate according to the Kaiser-Meyer-Olkin measure of 0.58 and the Bartlett's sphericity test of 139.031 (gl=28, p=0.000).

Table 1. Rotated factor matrix of the reasons (3 factors)

Items	F1: Internal reasons I	F2: External reasons	F3: Internal reasons II
Customer demand		0.787	
Increased efficiency			0.836
Developing quality awareness and culture			0.960
Increasing market share		0.853	
Increasing competitiveness	0.406	0.706	
Process standardization	0.771		
Improving customer satisfaction	0.944		
Improved service quality	0.855		
Eigenvalue	2.672	1.957	1.809
Percentage variance explained by factor	33.406	24.462	22.613
Percentage total variance explained	33.406	57.868	80.480

Factors 1 (formed by the process standardization, customer satisfaction and service quality items) and 3 (formed by the improved efficiency and creating quality awareness and culture items) clearly refer to internal reasons, whereas Factor 2 relates to external reasons. Because both Factor 1 and Factor 3 included items that the literature calls internal drivers, the researchers decided to restrict the analysis to a two factor solution that is detailed in Table 2.

Table 2. Rotated factor matrix of the reasons (2 factors)

Items	Factors	
	Internal reasons	External reasons
Customer demand		0.791
Increased efficiency	0.774	
Developing quality awareness and culture	0.589	
Increasing market share		0.853
Increasing competitiveness	0.425	0.683
Process standardization	0.817	
Improving customer satisfaction	0.869	
Improved service quality	0.844	
Eigenvalue	3.358	1.958
Percentage variance explained by factor	41.970	24.471
Percentage total variance explained	41.970	66.441
Alpha	0.85	0.69

The result shows that 66% of the variance is explained, which is a lower percentage than in the previous analysis. However, the two factors detailed in Table 2 clearly discriminate between the internal and external reasons identified in the literature. Comparing Table 1 to Table 2 we can see that Table 2 now incorporates the internal items of Factors 1 and 3 from the previous analysis as Factor 1, while Factor 2 remains unchanged from the previous analysis showing only external items.

The two factor structure now groups the data into a theoretically sound and intuitively correct structure, showing two kinds of reasons for certification that we can summarise as: internal and external reasons.

Internal reasons

These reflect the desire on the part of the hotel to use Q certification as a means to improve efficiency and customer satisfaction; through process standardization, improved quality awareness among employees and better customer service. In this context, although customer satisfaction is an external benefit, the factor analysis classifies “improving customer satisfaction” as internal reason. This can be due to the fact that managers think that a commitment to quality is a way of satisfying customers.

Analysis of the means for the reasons indicate that internal reasons occupy all the higher ranks with ‘developing quality awareness etc as the most important (mean=4.25; standard deviation=0.67), followed by process standardization (mean=4.06; standard deviation=0.61) and improving customer satisfaction (mean=4.03; deviation=0.69). The overall standardized mean for the internal reasons factor is 4.04 (standard deviation=0.55).

External reasons

These indicate the importance of customer demand, market demand and improved competitiveness as the drivers for seeking certification.

Analysis of the means for external reason show that these occupy the three lowest ranks with improving competitiveness (mean=3.34; standard deviation=0.82) third from bottom. At second from bottom is customer demand (mean=2.84; standard deviation=1.11) and bottom ranking is increasing market share (mean=2.78; standard deviation=0.87). The

standardized mean for the external reasons factor is 2.99 (standard deviation=0.74)

These results show that by far the most important reasons for seeking Q certification are internal and that amongst these reason hotel managers consider that customer satisfaction is important. However, there appears to be a contradiction as the survey shows that, only 19 per cent of the respondents consider that having Q certification is an important reason for a customer to choose their hotel. The explanation may be that unlike industry, hotels cater for a much larger number of customers and only a few will use the Q award as a criterion for selecting a hotel compared to the majority, that will use as a criterion hotel literature and customer reviews (e.g. Tripadvisor).

Research question 2: Impacts of internal and external drivers on benefits

To identify groups of hotels according to their reasons for seeking certification a two-stage analysis was conducted using both hierarchical and non-hierarchical cluster procedures. In the hierarchical analysis we used Ward's method and the square of the Euclidean distance to minimize the differences within the cluster, analyzing the dendrogram and the change in the agglomeration coefficient.

The application of different methods makes it possible to establish the final number of groups. Thus, when the analysis is conducted with two groups, performing a k-means analysis and validating it through the variance analysis of one factor, the second factor proved not to be statistically significant at the 0.05 level. When the analysis is repeated with three groups, both factors are statistically significant. Therefore, the paper adopted an analysis based on three hotel groups, and this solution was validated by the existence of significant differences between the hotel groups on the factors (see Table 3).

Group 1 consists of only three hotels, that state that their reasons for certification are both internal and external, and the two types of reasons are highly and equally valued.

Hotels in Group 2 have less concern for internal reasons than hotels in Group 1, although it is still high, and much less concern for external reasons.

Hotels in Group 3 have little concern for internal issues and hardly any concern for external issues, indicating that they are the least motivated towards Q certification of all the groups.

Table 3 shows the results of comparing these groups answering research questions 2 and 3, using the variables for internal and external benefits and the variables for quality tools.

Quality benefits in two complementary ways. Firstly internal benefits through processes, and secondly external benefits through the market (Brown et al., 1998; Lee, 1998; Singels et al., 2001; Yahya & Goh, 2001; Claver et al., 2006). Internal benefits relate to the changes within the organisations (e.g. increase in productivity, improvement in motivation, reduction in costs and waste) while external benefits are linked to the effects of quality on customer satisfaction (e.g. sustaining tourism relationships, achieving higher tourist satisfaction levels).

Table 3. Factor averages and statistical tests verifying the differences

Factors	Mean			Kruskal-Wallis	
	Cluster 1	Cluster 2	Cluster 3		
	n=3	n=19	n=10	Chi-square	Sign.
Internal reasons	4.53	4.21	3.58	7.352	0.003
External reasons	4.55	3.05	2.40	17.814	0.000
Benefits	3.58	3.54	2.86	9.439	0.001
Internal benefits	3.67	3.59	2.86	10.901	0.001
Increased motivation	4.33	4.00	3.10	6.986	0.002
Increased productivity	4.00	3.42	2.50	10.284	0.003
Reduction in non-conformity costs	2.67	3.47	3.00	7.240	0.037
Favours innovation in tourist product	3.00	3.37	2.50	4.222	0.077
Favours process optimization	4.33	3.68	3.20	5.322	0.084
External benefits	3.44	3.46	2.87	3.896	0.011
Improved customer satisfaction	4.00	4.11	3.20	7.487	0.001
Improved external image	4.00	3.79	3.30	0.995	0.161
Increased sales	2.33	2.47	2.10	0.832	0.328
Quality tools					
Quantification of non-conformity costs	2.00	3.37	2.40	0.9411	0.005
Mystery guest	2.00	3.00	2.20	1.995	0.132
Internal audits	4.00	4.26	3.50	6.781	0.015
Customer satisfaction surveys	4.33	4.42	4.10	0.103	0.513
Flow charts	4.00	3.05	2.50	5.900	0.128
Quality and procedures manual	4.33	4.05	3.50	4.406	0.044
Complaints register	4.33	4.16	3.40	4.860	0.040
Data statistics	4.00	4.26	3.60	2.927	0.024
Minutes from meetings	3.67	3.58	3.30	3.054	0.347
Incident register – internal communication	3.00	4.05	3.40	3.402	0.088
Internal training	4.00	4.26	3.30	7.164	0.012

Table 3 highlights significant differences between the three groups. First, the results show that the three groups do not perceive the same level of benefits from certification. Indeed, the results show an increase in benefits associated with the level of motivation. The first and second groups are more concerned with internal reasons and seem to have more positive benefits, while the third group note significantly fewer benefits. Therefore, it seems that motivation is significantly associated with the benefits of certification. When the Q certification is implemented for internal motives, internal benefits, such as employee motivation, productivity, costs ($p<0.05$), innovation and optimization ($p<0.10$), are higher. When internal motives are low, internal benefits are also low. This indicates that hotels seeking certification for internal reasons achieve benefits due to improved efficiency and greater quality awareness that also reflect in the greater satisfaction for customers of these hotels. This is why there are significant differences between internal benefits ($p=0.004$) and external ones ($p=0.011$), related to improved customer satisfaction. Table 3 also shows that there are no significant differences for external image or increased sales (external benefits). This result may be due to the majority of customers being unaware of the Q standard, so they don't consider quality certification a particulary relevant factor for selecting a hotel.

Research question 3: Impacts of internal and external drivers on quality tools

Table 3 shows that the hotels that rated internal reasons highest for pursuing certification also had significantly higher scores for the seven quality tools: non-conformity costs, audits, quality manual and procedures, complaints register, data statistics, internal training (all $p<0.05$) and incident register ($p<0.10$). So we conclude that hotels seeking certification for internal reasons use these seven tools more frequently. In contrast, there are no significant differences between the groups of hotels in the use of mystery guests, customer surveys, flow charts, or minutes of meetings. This may be due to these four quality tools being normal practice in many hotels prior to certification and thus little changed by reasons for pursuing certification.

We conclude that a greater concern for internal drivers can facilitate an increase in usage of a wider range of quality tools. In turn, a greater use of these tools could contribute to an increase in benefits, for example, on employee motivation (e.g. internal training), improved efficiency (e.g. error cause removal through use of internal audits, quantification of non-conformity costs and data statistics), and customer satisfaction (e.g. improved service recovery for customer complaints).

Discussion and conclusions

First, our findings show that internal drivers ranked top for reasons for seeking certification while the opposite was true for the external drivers that featured in the last three places in the ranking of reasons. The findings show that in contrast to the ISO 9001 studies where as a rule, firms seek certification mainly for external reasons (Jones et al., 1997; Martínez-Costa et al., 2008) the most important reasons for hotels are internal in origin; a finding similar to another hotel industry research study (Alonso-Almeida et al., 2012) that showed the importance of internal drivers.

Even though hotel managers are interested in the image of the firm and in improving customer satisfaction, their main motivation for seeking Q certification is internal. The most likely explanation for the lesser emphasis on external drivers as reasons for seeking quality certification is that hotel's deal with a large number of guests most of which do not consider quality accreditation in their purchasing decision process. Therefore, unlike business to business purchasing where buyers prefer suppliers who have quality accreditation we suggest there is no such pressure from customers in the hotel industry.

Second, hotels that certify for internal reasons obtain more benefits than those that certify for external reasons. In our classification of hotels into three clusters, the first cluster considered that the Q certification meets a strong internal as well as external need, and these hotels are the most convinced of the relevance of the Q certification. This group corresponds to the group of "quality enthusiasts" described by Boiral and Roy (2007) in their study of the ISO 9001 standard. The second cluster includes those hotels which adopt the standard mainly for internal reasons (which would correspond with the "ISO integrators" described by Boiral and Roy, 2007). The third cluster corresponds to Boiral and Roy's (2007) "dissident group", because it includes hotels with relatively weak internal and external motivation, which are the most inclined to contest the standard's legitimacy. Based on this

classification, the results show that hotels seeking certification with a greater concern for internal reasons attain better internal benefits and customer satisfaction than those showing less concern for internal reasons. This result for Q certification is similar to the findings from previous studies of the ISO 9001 standard (Singels, et al., 2001; Boiral & Roy, 2007; Terziovski & Power, 2007; Prajogo, 2011).

Third, hotels that certify for internal reasons implement quality tools to a greater extent than hotels that certify for external reasons. The findings show that hotels with greater concern for internal drivers develop a wider range of quality tools and make greater use of them. This result supports the findings of studies that show that firms that use ISO certification for internal reasons may develop the quality management components more widely (Ahire et al., 1996; Rahman, 2001) and supplements recent studies on quality certification in the hotel industry (Alonso-Almeida et al., 2012; Álvarez-García et al., 201), by extending these results to the Q certification standard in the hotel industry.

Based on these three ideas, part of the benefit that hotels derive may be due to a greater interest in improving their quality systems as a motive for gaining the Q certificate. Those hotels seeking certification for internal drivers will see the requirements of the Q certification as a template for improvement, and therefore will make more frequent use of quality improvement tools. This may lead them to gain more from the process of Q certification by achieving clearer internal benefits and improved customer satisfaction.

The main contribution of this paper to the literature is that it extends the results of previous studies of quality certification to a specific type of certification, namely Q certification, and shows that the importance of internal and external drivers as reasons for seeking Q certification in the hotel industry are the polar opposite to those in other industries for ISO 9001. The findings show that benefits increase for those seeking Q certification for internal reasons and this result supports the findings of previous studies of quality certification to ISO 9001 among manufacturing organisations. In addition, this paper complements the work of Boiral and Roy (2007), extending the results of their study of ISO 9001 to the Q certificate in the hotel industry, and the recent works of Alonso-Almeida et al. (2012) and Álvarez-García et al. (2012), by including new ideas on the role of internal drivers on customer results and the association between motivations and the usage of quality tools.

For hotels the implication is that managers should understand that although external drivers may lead to some benefits from the adoption of Q certification, it is internal drivers that are critical to achieving greater overall benefits through the evolution of their quality management systems and the application of quality improvement tools. In other words, management commitment to internal drivers facilitates the correct application of Q certification, to produce a robust quality management system that incorporates the use of quality improvement tools that generate greater internal benefits and customer satisfaction. Consequently, managers should consider that internal drivers are the key to Q certification success.

As ISO 9001 and the Q certification seem to lead to similar outcomes we suggest that it is reasonable to conclude that ISO organization should

considers the Q certification model as the basis for a new ISO 9001 variant designed specifically for the tourist industry. Such a new standard will allow tourist organizations to obtain benefits similar to those related to the ISO 9001 standard, so long as the firm's concern for the quality award is more internal than external.

Finally, several limitations of the present study should be noted. The present study is based on cross-sectional data drawn from 32 hotels. The study is an exploratory study that was undertaken to comprehend better the nature of the problem, since very few studies have considered quality certification in the hotel industry. Consequently, future research with a larger sample of hotels is needed to extend our research so as to indicate the direct and indirect effects between motives, certification and the use of quality tools by using techniques such as structural equation modeling. We also suggest research using in-depth interviews to better understand why motives for certification are so different in hotels to other industries.

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Appendix

Measures	Source
Reasons for seeking Q certification Please rate the reasons which led your establishment to seek Q certification, on a scale from 1 (not important at all) to 5 (extremely important) 1. Customer demands and requirements 2. Increasing the efficiency of your services and staff 3. Developing quality awareness and culture in the hotel 4. Increasing market share 5. Increasing competitiveness 6. Process standardization 7. Improving customer satisfaction 8. Improved service quality	Carlsson & Carlsson (1996), Jones et al. (1997), Brown et al. (1998), Bryde & Slocock (1998), Singels et al. (2001), Claver et al. (2006)
Benefits from Q certification Please rate the benefits which your hotel has experienced through Q certification, on a scale from 1 (not important at all) to 5 (extremely important) *External benefits* 1. Improved customer satisfaction 2. Improved external image of the hotel 3. Increased sales *Internal benefits* 1. Increased employee motivation 2. Increased productivity 3. Reduction in non-conformity costs 4. Favours innovation in tourist product 5. Favours process optimization	Powell (1995), Jones et al. (1997), Brown et al. (1998), Samson & Terziovski (1999), Singels et al. (2001), Kaynak (2003), Claver et al. (2006)
Tools used for Q certification Please rate the usage of the following quality tools within your hotel, on a scale from 1 (not important at all) to 5 (extremely important) 1. Quantification of non-conformity costs 2. Mystery Guest 3. Facilities and/or corporate internal audits 4. Customer satisfaction surveys 5. Flow charts 6. Quality and procedures manual 7. Complaints register 8. Data statistics – indicators comparisons - continuous improvement 9. Minutes from meetings 10. Incident register - internal communication 11. Internal training	Tarí & Sabater (2004)