

## Implementation of Total Quality Management for Improving Marine Tourism Destination Quality and Environmental Health at Pantai Pall, North Minahasa Regency, Indonesia

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**Abstract.** Marine tourism development requires destination management that integrates service quality, environmental cleanliness, stakeholder coordination, and community participation. This study examines the implementation of Total Quality Management (TQM) in improving marine tourism destination quality and environmental health at Pantai Pall, Marinsow Village, East Likupang District, North Minahasa Regency, Indonesia. A descriptive qualitative approach was used, with data collected from January to April through observation, interviews, documentation, and literature review. The study focused on key TQM principles, including customer focus, leadership, community and human-resource involvement, fact-based management, and continuous improvement. The findings show that Pantai Pall has strong tourism potential through its white sand, clear seawater, coastal scenery, and community-based tourism activities. Local residents contribute to tourism development through culinary services, cottage rental, transport services, and other small tourism businesses. However, destination quality remains constrained by limited public facilities, inadequate waste-management practices, insufficient tourism information facilities, unstructured service standards, and limited community capacity in professional tourism service delivery. The study indicates that TQM can serve as a strategic approach for strengthening service quality, environmental cleanliness, stakeholder collaboration, community capacity, and sustainable destination competitiveness. Future destination management should prioritize integrated quality improvement through facility maintenance, waste control, service standardization, community training, and continuous evaluation.

**Keywords:** Community participation; Environmental health; Marine tourism; Total Quality Management; Tourism destination quality

### INTRODUCTION

Marine tourism is an important driver of regional development because it connects coastal natural attractions with local income generation, employment opportunities, small business development, and community welfare. In coastal destinations, tourism development must be managed carefully because tourism activity can affect marine and coastal ecosystem services (Baltranaitė et al., 2025). Coastal tourism is also closely related to environmental pressure, including waste generation and marine pollution when destination management is inadequate (Ji & Ding, 2024). Therefore, the quality of a marine tourism destination should be understood not only from its natural scenery, but also from service reliability, facility adequacy, environmental cleanliness, safety, accessibility, destination governance, and local community capacity. Service quality has been shown to influence tourist satisfaction, destination loyalty, and revisit intention in tourism destinations (Hussain et al., 2023; Manyangara et al., 2023). Tourist experience and satisfaction are also important factors in strengthening positive word of mouth and future visitation behavior (Seow et al., 2024).

Total Quality Management (TQM) provides a relevant framework for improving tourism destination quality because it emphasizes customer focus, leadership commitment, human-resource involvement, continuous improvement, process orientation, and fact-based decision-making. Recent research has extended TQM beyond manufacturing and general service sectors into sustainable tourism development, showing that TQM can support participation, comprehensive management, and sustainability-oriented tourism benefits (Kong et al., 2025). In tourism and hospitality contexts, TQM has also been associated with service improvement, leadership, organizational culture, and customer-oriented management practices (Hariyani et al., 2024; Papaioannou et al., 2024). Green organizational culture and employee behavior

further strengthen the relationship between TQM and sustainable hospitality performance (Loedphacharakamon & Worakittikul, 2025). These findings indicate that TQM can be adapted to tourism destination governance, particularly when destination quality depends on coordinated actions among government, tourism managers, business actors, local communities, and visitors.

Marine and coastal tourism destinations face specific sustainability challenges because their competitiveness depends on healthy coastal ecosystems and effective destination governance. Blue tourism governance literature emphasizes the importance of stakeholder coordination, coastal resource management, environmental policy, and sustainable tourism planning (Balestracci et al., 2025). Marine ecotourism studies also show that good governance and natural capital valuation are important for protecting marine resources while supporting tourism benefits (Casimiro et al., 2022). In addition, sustainable coral reef management requires community perception, participation, and environmental awareness as essential components of coastal tourism sustainability (Widiarti et al., 2025). Community-led tourism can strengthen local empowerment and destination competitiveness when local residents are meaningfully involved in planning, service delivery, and resource management (Turčinović et al., 2025).

Indonesia has strong potential for marine tourism because of its archipelagic geography, coastal landscapes, coral reef ecosystems, and maritime cultural diversity. North Minahasa Regency in North Sulawesi Province is one of the regions with strategic marine tourism potential, particularly in the Likupang area. Likupang has been recognized by the Government of Indonesia as one of the country's super-priority tourism destinations, supported by infrastructure development such as airport capacity improvement, road access, and sea-route preparation (Indonesia, 2023). This national status creates opportunities for tourism growth, investment, and local economic development. However, it also requires destination management that can maintain service quality, environmental health, community participation, and sustainable competitiveness as tourism activity increases.

Pantai Pall, located in Marinsow Village, East Likupang District, North Minahasa Regency, is one of the marine tourism destinations within the wider Likupang tourism development area. The destination is known for its white sand, clear seawater, coastal landscape, and community-based tourism activities such as culinary businesses, cottage rental, tourism equipment rental, and local transport services. The original manuscript indicates that tourism activity at Pantai Pall has contributed to the local economy, especially through small tourism enterprises managed by the surrounding community. However, the manuscript also reports several destination-management problems, including limited public facilities, inadequate waste management, insufficient tourism information boards, the absence of structured service standards, and limited community capacity in professional tourism service delivery [annual visitor statistics not reported; observation dates not reported; quantified facility conditions not reported]. These conditions may reduce tourist comfort, weaken destination image, and limit the competitiveness of Pantai Pall as a marine tourism destination.

The research gap addressed in this study lies in the limited application of Total Quality Management to community-based marine tourism destinations in developing coastal areas. Previous tourism studies have widely examined service quality, tourist satisfaction, destination image, technology-based service quality, and tourism sustainability (Alsiehemy, 2023; Ayvaz-Çavdaroglu et al., 2024). Destination management studies also emphasize that destination competitiveness requires coordinated governance, strategic planning, stakeholder collaboration, and adaptive management (Laesser et al., 2025). However, fewer studies have integrated TQM principles into the practical management of a developing marine destination such as Pantai Pall

in North Minahasa Regency. In addition, many tourism quality studies use quantitative models to measure tourist satisfaction and loyalty, whereas fewer studies qualitatively examine how customer focus, leadership, community involvement, fact-based management, and continuous improvement are implemented in destination governance. The novelty of this study is its qualitative focus on TQM as an integrated destination-management approach for improving marine tourism quality and environmental health in Pantai Pall. This study contributes by linking TQM principles with service quality, facility management, waste control, community participation, and sustainable destination competitiveness in a marine tourism destination that is still developing.

Based on this background, this study aims to analyze the implementation of Total Quality Management in improving the quality of marine tourism destinations and environmental health in North Minahasa Regency, with specific attention to Pantai Pall, Marinsow Village, East Likupang District. The study examines the application of TQM principles in destination management, the perceived quality of tourism services and facilities, the involvement of government, tourism managers, local communities, and business actors, and the supporting and inhibiting factors affecting continuous improvement. The findings are expected to provide theoretical contributions to tourism quality management and practical recommendations for strengthening service quality, environmental cleanliness, community capacity, and sustainable competitiveness in marine tourism destinations.

## **MATERIALS AND METHODS**

### **Research Design**

This study used a descriptive qualitative research design to examine the implementation of Total Quality Management (TQM) in improving the quality of marine tourism destination management and environmental health at Pantai Pall, North Minahasa Regency. A qualitative approach was selected because the study focused on understanding management practices, stakeholder involvement, service quality, community participation, and continuous improvement in the natural setting of a marine tourism destination. Qualitative inquiry is appropriate for exploring social processes, stakeholder perspectives, and contextual conditions that require in-depth interpretation rather than numerical measurement alone (Cooper & Schindler, 2024).

The descriptive design was used to present the actual condition of destination management at Pantai Pall and to explain how TQM principles were applied in practice. The study focused on customer orientation, leadership, community and human-resource involvement, fact-based management, continuous improvement, service quality, facility management, and environmental cleanliness. These aspects were used to understand the quality of marine tourism management and the challenges faced by the destination.

### **Study Location and Research Period**

The study was conducted at Pantai Pall, Marinsow Village, East Likupang District, North Minahasa Regency, North Sulawesi Province, Indonesia. The exact location of the study site is 1.651868 latitude and 125.161446 longitude. Pantai Pall was selected purposively because it is one of the marine tourism destinations in the Likupang area and has strong tourism potential supported by coastal scenery, white sand, clear seawater, and local tourism-related economic activities.

The research was conducted over a four-month period from January to April. During this period, the study examined destination conditions, tourism services, public facilities, environmental cleanliness, community participation, and management practices related to the

implementation of TQM. Pantai Pall was considered an appropriate study location because the destination represents a developing marine tourism area that requires improved service quality, better facility management, stronger environmental cleanliness practices, and more structured destination governance.

### **Research Focus**

The focus of this study was the implementation of TQM principles in the management of Pantai Pall as a marine tourism destination. The study examined how customer focus, leadership, community involvement, human-resource participation, fact-based management, and continuous improvement were reflected in destination management practices.

Customer focus was analyzed through the ability of destination managers and local tourism actors to respond to tourist needs related to facilities, cleanliness, safety, comfort, and information. Leadership was analyzed through the role of village government, tourism managers, and related stakeholders in coordinating destination management. Community and human-resource involvement was analyzed through the participation of local residents, business actors, and tourism service providers in supporting tourism activities. Fact-based management was analyzed through the use of observation, documentation, and stakeholder information in identifying destination-management problems. Continuous improvement was analyzed through efforts to improve facilities, services, environmental cleanliness, accessibility, and community capacity.

### **Informants and Sampling Technique**

Informants were selected using purposive sampling. This technique was used because the study required information from individuals and institutions that were directly involved in or had knowledge of Pantai Pall tourism management. Purposive sampling is appropriate in qualitative research when participants are selected based on their relevance to the research problem and their ability to provide rich information (Cooper & Schindler, 2024).

The informants in this study consisted of destination managers, representatives of the Marinsow Village government, representatives of the North Minahasa tourism office, local tourism business actors, community members living around the destination, and tourists visiting Pantai Pall. These informant groups were selected because they represented the main stakeholders involved in destination management, tourism services, community participation, and visitor experience.

### **Data Collection Techniques**

Data were collected through observation, interviews, documentation, and literature review. These techniques were used to obtain a comprehensive understanding of TQM implementation and the condition of marine tourism destination management at Pantai Pall.

Observation was conducted to examine the physical condition of the destination, availability of public facilities, cleanliness of the tourism area, waste-management practices, parking arrangement, tourism service activities, visitor comfort, and general destination management. Observation was important for identifying visible quality-management issues and comparing field conditions with information obtained from informants.

Interviews were conducted with selected informants to obtain information about service quality, destination facilities, environmental cleanliness, stakeholder coordination, community involvement, management challenges, and continuous improvement efforts. The interviews were carried out using a semi-structured approach so that the researcher could explore relevant information while still maintaining consistency with the research focus.

Documentation was used to collect supporting materials related to tourism management, destination conditions, tourism facilities, local tourism activities, photographs, and relevant documents. Documentation helped support the interpretation of observation and interview data.

A literature review was conducted to support the theoretical foundation of the study. The reviewed literature covered Total Quality Management, service quality, marine tourism, destination management, sustainable tourism, community participation, and environmental health in tourism destinations. The literature was used to strengthen the interpretation of field findings and to position the study within previous research.

### Research Instrument

The main instrument in this qualitative study was the researcher. The researcher was responsible for observing field conditions, conducting interviews, recording information, interpreting data, and connecting the findings with the research focus. In qualitative research, the researcher functions as the primary instrument because data collection and interpretation require direct engagement with the social and environmental context of the study.

Supporting instruments included observation notes, interview guidelines, and documentation records. The observation notes were used to record facility conditions, cleanliness, service practices, tourism activities, and environmental management. The interview guidelines were used to explore informants' views on TQM implementation, service quality, stakeholder involvement, community participation, and continuous improvement. The documentation records were used to organize supporting materials collected during the study.

### Data Analysis

Data were analyzed using an interactive qualitative analysis model consisting of data condensation, data display, and conclusion drawing or verification (Miles, M.B., Huberman, A. M., & Saldana, 2020). Data condensation was conducted by selecting, simplifying, and organizing information obtained from observation, interviews, documentation, and literature review. The data were grouped according to the main themes of the study, including TQM implementation, service quality, facility management, environmental cleanliness, stakeholder participation, and continuous improvement.

Data display was conducted by presenting the organized data in descriptive form. The findings were arranged according to the research focus so that relationships among destination management, tourism services, community involvement, environmental conditions, and quality-improvement efforts could be interpreted clearly.

Conclusion drawing and verification were conducted by identifying patterns, meanings, and relationships from the collected data. The conclusions were verified by comparing information from different sources and techniques. This process helped ensure that the findings were consistent with the data and aligned with the research objectives.

### Data Trustworthiness

The trustworthiness of the data was maintained through triangulation of sources, techniques, and time. Source triangulation was conducted by comparing information from destination managers, village government representatives, tourism office representatives, local business actors, community members, and tourists. Technique triangulation was conducted by comparing data obtained through observation, interviews, documentation, and literature review. Time triangulation was supported by the four-month research period from January to April, which allowed the researcher to observe the destination and collect information across the study period.

Triangulation was used to increase the credibility of the findings by checking whether information from different sources and methods supported one another. In qualitative research, credibility and trustworthiness are strengthened when data are examined through systematic comparison and verification (Enworo, 2023).

### Research Procedure

The research was carried out in several stages. The first stage was preparation, which included identifying the research focus, selecting the study location, preparing research guidelines, and reviewing relevant literature. The second stage was field data collection through observation, interviews, and documentation at Pantai Pall. The third stage was data organization and analysis, in which the collected information was grouped according to the TQM principles and destination-quality issues. The final stage was interpretation and report writing, in which the findings were presented to explain the implementation of TQM in improving marine tourism destination quality and environmental health.

## RESULTS AND DISCUSSION

### Research Results

#### General Condition of Pantai Pall as a Marine Tourism Destination

The results show that Pantai Pall in Marinsow Village, East Likupang District, North Minahasa Regency, has strong potential as a marine tourism destination. The destination is characterized by white sand, clear seawater, coastal scenery, and a relatively natural beach atmosphere. These natural features are the main attraction for visitors and support the position of Pantai Pall as part of the wider Likupang tourism development area. The strategic relevance of this area is strengthened by the national tourism development agenda, as Likupang has been recognized as one of Indonesia's super-priority tourism destinations (Indonesia, 2023).

Tourism activity at Pantai Pall has also created economic opportunities for the surrounding community. Local residents are involved in tourism-supporting businesses such as culinary services, cottage rental, tourism-equipment rental, local transportation, and other small-scale tourism activities. This condition indicates that marine tourism has contributed to local economic participation and community-based tourism development. Such participation is important because community involvement can strengthen local empowerment and destination competitiveness when residents take part in service delivery and resource management (Turčinović et al., 2025).

However, the findings also show that the development of Pantai Pall still faces several destination-quality challenges. The main issues identified in the manuscript include limited public facilities, inadequate waste management, insufficient tourism information boards, unstructured service standards, and limited community capacity in professional tourism service delivery. These issues indicate that Pantai Pall has strong tourism potential, but its destination management system still requires improvement to meet visitor expectations and support sustainable marine tourism.

#### Implementation of Total Quality Management Principles

The implementation of Total Quality Management at Pantai Pall has begun to appear in several aspects of destination management, particularly customer focus, community involvement, leadership, and continuous improvement. However, the implementation remains partial and has not yet formed a fully structured quality-management system. In the TQM perspective, destination quality should be improved through continuous participation,

comprehensive management, and service improvement that supports sustainability-oriented tourism development (Kong et al., 2025).

Customer focus was reflected in the efforts of destination managers and local community members to provide basic services to tourists. These services included the provision of seating areas, cottages, parking space, food and beverage services, and direct interaction with visitors. Tourists generally perceived the natural beauty of Pantai Pall and the friendliness of local residents as positive aspects of the destination experience. Nevertheless, customer focus has not been fully supported by adequate public facilities, sufficient waste-management systems, and structured tourism information services.

Leadership was reflected in the role of the village government, destination managers, and related stakeholders in supporting tourism activities. Their role was important in coordinating tourism services, maintaining local order, and supporting destination development. However, the findings indicate that stakeholder coordination still needs to be strengthened. More structured coordination is required to clarify roles, improve facility management, organize environmental cleanliness, and ensure consistent service quality.

Community and human-resource involvement was one of the most visible elements in the management of Pantai Pall. Local residents participated in tourism-related economic activities and contributed to the visitor experience through direct service delivery. However, the manuscript also indicates that some community members still had limited knowledge and skills in professional tourism service management. This condition suggests the need for capacity-building programs, particularly in service standards, visitor handling, hygiene, environmental awareness, and small tourism business management.

Continuous improvement was reflected in ongoing efforts to improve tourism facilities, accessibility, and promotion in the Likupang area. The development of infrastructure and tourism promotion has supported the growth of the destination. However, continuous improvement at the destination level still needs to be strengthened through regular evaluation of facilities, services, cleanliness, and visitor needs. In destination management, continuous improvement is important because tourism quality depends on adaptive governance, stakeholder collaboration, and the ability to respond to changing visitor expectations (Laesser et al., 2025).

### **Service Quality and Visitor Experience**

Service quality at Pantai Pall is still in a developing stage. The destination benefits from its natural attractions and the hospitality of the local community. These aspects create a positive first impression and contribute to tourist comfort. Tourists value the beach atmosphere, coastal scenery, and friendly social interaction with local residents. These findings are consistent with tourism studies showing that service quality and destination image influence tourist satisfaction and revisit intention (Hussain et al., 2023; Manyangara et al., 2023).

Despite these strengths, service quality is still constrained by facility limitations. The manuscript reports that public toilets, waste bins, parking arrangements, and tourism information facilities remain insufficient. These limitations may reduce visitor comfort, especially when the number of tourists increases. In a marine tourism destination, service quality is not limited to interpersonal service but also includes the condition of physical facilities, cleanliness, safety, accessibility, and information availability.

The lack of structured service standards is another important issue. Without clear service standards, tourism services may depend heavily on individual practices rather than consistent destination-management procedures. This condition can create variation in visitor experience and reduce the ability of the destination to maintain quality over time. Therefore, Pantai Pall

requires more systematic service management, including basic service guidelines, cleanliness standards, facility maintenance procedures, and visitor information systems.

### **Environmental Health and Cleanliness Management**

Environmental cleanliness is a central issue in the quality of Pantai Pall as a marine tourism destination. The manuscript indicates that waste management has not been fully optimized and that waste is still found in several tourism areas, particularly during periods of increased visitation. This condition may affect visitor comfort, destination image, and coastal environmental quality. Studies on coastal tourism show that tourism activity can contribute to environmental pressure and marine pollution when waste-management systems and environmental controls are inadequate (Ji & Ding, 2024).

In marine tourism, environmental quality is part of destination quality because the attractiveness of the destination depends on clean beaches, healthy coastal ecosystems, and comfortable visitor spaces. A systematic review of tourism impacts on marine and coastal ecosystem services also highlights that coastal tourism can affect ecosystem conditions when tourism activity is not properly managed (Baltranaitė et al., 2025). Therefore, improving environmental health at Pantai Pall requires better waste management, sufficient waste facilities, regular cleaning activities, and stronger awareness among tourists and local tourism actors.

Community participation is important in maintaining environmental cleanliness. Local residents and business actors are directly involved in daily tourism activities and can contribute to waste control, beach cleanliness, and visitor education. Research on coral reef and marine-resource management emphasizes that community perception, participation, and environmental awareness are essential for sustainable coastal tourism management (Widiarti et al., 2025). For Pantai Pall, this means that environmental-health improvement should not depend only on government intervention, but also on the active participation of local communities and tourism business actors.

### **Stakeholder Involvement in Destination Management**

The development of Pantai Pall involves several stakeholders, including the village government, tourism managers, the North Minahasa tourism office, local business actors, community members, and tourists. Each stakeholder has a role in improving destination quality. The government contributes through policy support, infrastructure development, and tourism promotion. Destination managers are responsible for organizing tourism activities and maintaining facilities. Local communities and business actors provide services and support the tourism economy.

The findings indicate that stakeholder involvement has already contributed to tourism development at Pantai Pall. However, coordination among stakeholders still needs improvement. Better coordination is required to establish clear responsibilities for facility maintenance, service standards, waste management, tourist safety, and community training. Blue tourism governance literature emphasizes that coastal and marine tourism development requires stakeholder coordination, environmental policy, and sustainable tourism planning (Balestracci et al., 2025).

Stronger stakeholder collaboration would also support the implementation of TQM. TQM requires the involvement of all relevant parties in quality improvement, not only the destination manager. In the context of Pantai Pall, this means that government, tourism managers, local communities, business actors, and tourists should be connected through shared quality goals. These goals include improving visitor satisfaction, maintaining environmental cleanliness, strengthening local economic benefits, and increasing the competitiveness of the destination.

## Supporting and Inhibiting Factors in TQM Implementation

The findings show that several factors support the implementation of TQM at Pantai Pall. The first supporting factor is the natural attractiveness of the destination. The beach scenery, white sand, and clear seawater provide a strong basis for marine tourism development. The second supporting factor is community participation in tourism-related economic activities. The involvement of local residents creates opportunities for community-based tourism and strengthens the relationship between tourism development and local welfare.

Another supporting factor is the position of Pantai Pall within the Likupang tourism development area. The recognition of Likupang as a super-priority tourism destination creates opportunities for infrastructure improvement, tourism promotion, and broader policy support (Indonesia, 2023). This condition can help Pantai Pall strengthen its role as a marine tourism destination in North Minahasa Regency.

However, several inhibiting factors also affect the implementation of TQM. Facility limitations remain one of the main barriers to improving destination quality. The availability and condition of toilets, waste bins, parking areas, and information boards still need improvement. In addition, environmental cleanliness has not been managed optimally, which may reduce tourist comfort and weaken destination image.

Human-resource capacity is another inhibiting factor. Some local tourism actors still require training and assistance in professional tourism services, hygiene, visitor communication, business management, and environmental awareness. Stakeholder coordination also remains a challenge because destination management requires clearer division of roles and more systematic collaboration. These inhibiting factors show that the implementation of TQM at Pantai Pall requires not only physical facility improvement, but also institutional strengthening and community capacity development.

The following table summarizes the main qualitative findings based on the TQM principles examined in this study.

**Table 1.** Summary of TQM implementation in Pantai Pall marine tourism destination

<b>TQM Dimension</b>	<b>Findings at Pantai Pall</b>	<b>Management Implication</b>
Customer focus	Tourists value the natural scenery and local friendliness, but public facilities and information services remain limited.	Visitor needs should be translated into improved facilities, clearer information, and more consistent service standards.
Leadership	Village government, destination managers, and related stakeholders support tourism activities, but coordination still needs strengthening.	Destination governance requires clearer role division and more structured coordination among stakeholders.
Community and human-resource involvement	Local residents participate in culinary services, cottage rental, transport, and other tourism activities.	Community participation should be strengthened through training in service quality, hygiene, business management, and environmental awareness.
Fact-based management	Observation, stakeholder information, and documentation are used to identify destination problems.	Management decisions should be supported by regular monitoring of facilities, cleanliness, visitor feedback, and service conditions.
Continuous improvement	Improvements in access, facilities, and tourism promotion have started, but service and environmental management remain inconsistent.	Regular evaluation and improvement programs are needed to maintain destination quality and competitiveness.
Environmental cleanliness	Waste management and cleanliness practices are not yet optimal, especially during periods of increased visitation.	Waste facilities, cleaning routines, community participation, and tourist awareness programs should be strengthened.

The table shows that the implementation of TQM at Pantai Pall is already visible but remains incomplete. The strongest elements are natural attractiveness and community participation, while the weakest elements are facility adequacy, waste management, structured service standards, and stakeholder coordination. This condition indicates that Pantai Pall has the potential to become a more competitive marine tourism destination if TQM principles are applied more systematically.

## DISCUSSION

The findings indicate that TQM is a relevant approach for improving the quality of Pantai Pall as a marine tourism destination. The destination already has important supporting assets, including attractive natural resources, local community involvement, and strategic location within the Likupang tourism development area. However, these assets need to be supported by more structured management practices. In the TQM perspective, quality improvement depends on customer focus, leadership, stakeholder participation, fact-based decision-making, and continuous improvement (Kong et al., 2025).

The customer-focus dimension shows that visitor satisfaction at Pantai Pall is influenced by both natural attractions and supporting services. The beach landscape and local friendliness create positive visitor experiences, but facility limitations and environmental cleanliness issues may reduce overall satisfaction. This finding supports previous tourism research showing that service quality and destination image are important factors in shaping tourist satisfaction and revisit intention (Hussain et al., 2023; Manyangara et al., 2023). Therefore, destination managers should not rely only on natural beauty, but should also improve the supporting elements that shape the visitor experience.

The findings also demonstrate that community involvement is central to destination quality. Local communities are directly involved in tourism services and local economic activities. This participation supports the development of community-based tourism and strengthens local benefits from tourism. However, community participation must be accompanied by training and quality standards to ensure that services are professional, consistent, and environmentally responsible. Community-led tourism can increase local empowerment and destination competitiveness when residents are actively involved in tourism management and resource protection (Turčinović et al., 2025).

Environmental cleanliness remains one of the most important issues in Pantai Pall. The presence of waste and the limited availability of waste-management facilities indicate that environmental management has not yet fully supported marine tourism quality. This issue is important because coastal tourism and marine pollution are closely connected when tourism growth is not accompanied by adequate environmental governance (Ji & Ding, 2024). For this reason, environmental health should become a central part of TQM implementation in Pantai Pall.

Stakeholder coordination is also essential for improving destination quality. The management of Pantai Pall involves multiple stakeholders, but the findings suggest that coordination among these stakeholders still needs to be improved. Stronger collaboration would help address facility development, cleanliness management, service standards, tourism promotion, and community training. In blue tourism governance, stakeholder coordination and sustainable planning are important elements for maintaining the balance between tourism development and coastal-resource protection (Balestracci et al., 2025).

Overall, the implementation of TQM at Pantai Pall can be described as emerging but not yet fully institutionalized. The destination has begun to show elements of customer focus,

community participation, leadership, and continuous improvement, but these elements still need to be organized into a consistent destination-quality management system. Strengthening TQM implementation would help Pantai Pall improve tourist satisfaction, environmental cleanliness, stakeholder collaboration, and destination competitiveness. Therefore, the development of Pantai Pall should prioritize integrated quality management that connects service improvement, community capacity building, environmental-health management, and sustainable marine tourism governance.

## CONCLUSION

This study concludes that the implementation of Total Quality Management (TQM) at Pantai Pall, Marinsow Village, East Likupang District, North Minahasa Regency, has begun to support the improvement of marine tourism destination quality and environmental health, although its application remains incomplete and not fully structured. The main TQM principles identified in the destination management process include customer focus, leadership, community and human-resource involvement, fact-based management, and continuous improvement. Pantai Pall has strong marine tourism potential through its white sand, clear seawater, coastal scenery, and community-based tourism activities. However, the quality of the destination is still constrained by limited public facilities, inadequate waste-management practices, insufficient tourism information facilities, unstructured service standards, and limited community capacity in professional tourism service delivery.

The findings indicate that TQM can be used as a strategic approach to strengthen service quality, environmental cleanliness, stakeholder coordination, community participation, and sustainable destination competitiveness. Local residents already contribute to tourism development through culinary services, cottage rental, transport services, and other small tourism businesses, but their participation needs to be supported by training, service standards, environmental awareness, and stronger coordination among government, tourism managers, business actors, and the community. Therefore, the future development of Pantai Pall should prioritize an integrated quality-management system that connects service improvement, facility maintenance, waste control, community capacity building, and continuous evaluation to improve tourist satisfaction, destination image, local economic benefits, and sustainable marine tourism development.

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