

# A Literature Review of Total Quality Management (TQM) in Hotel industry

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## **Abstract**

*Building quality into the product and services is essential. In today's competitive business environment, a company needs to find new service practices like TQM. The purpose of the paper is to review the TQM practices in the Hotel industry. We have attempted to review the literature to study about TQM practices in Hotel Industry. Based on the literature review, the various Critical Success Factors (CSFs) of TQM are identified for the Hotel industry. This helps to develop the conceptual framework of TQM in the hotel industry. The findings of this paper provide Hotel managers the knowledge of the relationship between the CSFs that need to implement TQM practices in the Hotel industry.*

**Keywords:** TQM, CSF, Hotel industry.

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## **Introduction**

Building quality into the product and services is essential. In today's competitive business environment, a company needs to find new service practices like TQM. The Ritz Carlton Hotel was awarded two times the coveted Malcom Baldrige National Quality Award in U.S (1992 &1999) which is contemporary of TQM. This claim that 75% of their customers will not shift to their competitors regardless of the offer. The concept of TQM was developed as the result of intense global competition. TQM is a philosophy that is easy to understand and difficult to practice. The foremost point is that it involves cultural change. To master the skills of TQM, the organization has to practice all aspects and should overcome the doubts

and fears of not understanding TQM practices. The philosophy of TQM is to bring hard and soft sides of management science and psychology in managing an organization. It is an example of Evidence Based Management (EVM) practices, allowing the employees to make their decisions on the basis facts. There are few quality practices model in the name of the Kanjis' Business Excellence Model, Deming Prize, Malcolm Baldrige National Award (MBQNA), European Quality Award. Even though change is continuous and permanent, changing mindset is very difficult. To change the mindset it requires several types of mental models. A model is a particular type of design or a representation.

For example, Just in Time (JIT) and Kanban are mind sets implanted not only in the production system but in day to day activities of employees. The above mentioned critical success factors can be modified as a set of mindsets and can be explained as the following. By combining techniques of Quality Control (QC), Quality Assurance (QA), Total Quality Control (TQC) under one umbrella, and focusing on the customer, an overall operational effectiveness of sustainable and continuous improvements can be achieved. Each activity is considered as part of the process that has a definite beginning, transformation activity and a finished outcome. Documentation is maintained to record and to keep the record for future reference. Simple document is very much in need. But simple document is not easy to develop and it takes time and commitment to excellence. A Quality policy manual is required for practising quality assurance activities which are adopted by the employees. There may be setbacks and drawbacks in practicing TQM as a philosophy, but by using the tools and techniques and with persistent practice the organisation can adapt TQM in complete form. Keeping this in point of view we have attempted to review the literature to study about TQM practices in Indian Hotel Industry and to demonstrate that TQM practices help improve the results of not only the customer satisfaction but also all the stakeholders. We also state that TQM is a like tool which guarantees customer satisfaction.

### **Review of Literature**

The SERVQUAL scale was introduced in the late 1980s to measure services by Parasuraman et al., 1985. Saunders and Graham (1992) identified and examined the similarities and differences between the industrial goods and service sectors. Johns (1992) described that development of systems and techniques for the hospitality industry by the transfer of quality management applications from the manufacturing sector to hospitality. Judy and Cathy (1999) concentrated on the best practice of product quality for managing the food and beverage. Sureshchandar et. al. (2001) identified the critical dimensions of total quality management with a model by reviewing the literature for service sectors. Atul et. al. (2005) recognized and evaluated the associations of sustaining structures with customer satisfaction for service quality. Maier (2012) suggested a model that has an index for measurement of the quality of hotel using effectiveness on the web. Ali et. al. (2013) established how the quality function deployment (QFD) can be used by using a case study with Analytic hierarchy process (AHP) in a hotel industry. Bouranta et. al. (2017) surveyed for identifying the factors of total quality management (TQM) practices with their impact on performance in the hotel industry for the Greek. Yeng et. al. (2018) combined the various similar categories of TQM elements into one based on the review of literature of the hotel industry.

### **Conclusion**

Based on the literature review, the study identified the various CSFs of TQM are leadership, strategic planning, process management, employee involvement and customer satisfaction. Based on the CSFs, the conceptual framework for the integration of TQM with the hotel industry needs to be developed. Based on the conceptual model, the successful implementation of TQM in the Hotel industry needs to be explored for improving the performance. The conceptual model has to be empirically tested. The findings of this paper

provide Hotel managers the knowledge of the relationship between the CSFs that need to implement TQM practices in the Hotel industry.

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