TOTAL QUALITY MANAGEMENT PRACTICES IN HOSPITALITY INDUSTRY: SOME KEY FINDINGS FROM SURVEY IN SATARA DISTRICT

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Abstract
Hospitality industry is the key to the resurgence of India. It has achieved many distinctions and is being accepted as one of the fastest growing industries in terms of gross revenue and foreign exchange earnings. It also contributes a major share of Indian economy and plays an important role in the development of the country. Quality is considered to be one of the important factors in the growth of hospitality industry especially total quality management (TQM). With the emergence and popularity of TQM, hospitality industry continues to be heavily involved in the implementation of TQM related practices. Following the extensive literature review in the field of TQM, it was found lot of attention has been given to the hospitality industry. Looking at the above facts, the objective of this study was designed. The purpose of this paper was to identify, analyze and rank the key TQM practices in satara hospitality industry based on e-mail survey of 34 hospitality companies. Statistical measures like mean, standard deviation, reliability test and Pearson Correlation analysis were performed. The results presented are focused on 17 TQM practices identified from literature review. It was found that top-management commitment, customer focus, product and service design, continuous improvement and innovation, quality culture and training and education are the most successful driven practices for TQM program in Indian hospitality industry. Moreover, supplier management and human resource management are the least important practices. At the end, some implications to quality managers and scope for further research are presented.
Keywords: TQM; Hospitality Industry; Top-management commitment; Quality Culture; India

1. Introduction The complexity and globalization of today's tough competitive business environment and technological challenges have made total quality management (TQM) as one of the most important managerial technique to achieve competitive advantage for the hospitality industry [1]. Due to the popularity of TQM in manufacturing and service sectors from past two decades, the hospitality industry continues to adopt TQM related principles and practices and are heavily involved in them [2]. Several important managerial practices such as top-management commitment, customer focus, continuous improvement and innovation, training, information, process management etc which have showed positive association with quality services in service industries can be related to TQM in the hospitality industry. A voluminous literature is available which identifies these common TQM practices leading to successful TQM implementation with significant results [3]. Among these practices training and education, information and analysis, customer focus and continuous improvement and innovation are particularly important to the hospitality industry[4].Further, an extensive investigation over the TQM practices have been done in relation to manufacturing and service sectors, but the number of studies devoted to hospitality industry (including hotels and tourism) is relatively less especially in Indian context. Moreover, although several TQM researchers have examined the practices of TQM commuted to hotels and tourism industries covering different objectives [5], the identification, analysis of implementation and ranking of TQM practices have not been examined in the Indian hospitality industry as in the TQM literature. Accordingly, more research on such issues is need of the hour to bridge the gap in the empirical literature on the Indian hospitality industry. Furthermore, from last one decade, Indian hospitality statistical data shows that this industry contributes a major share to India's service sector gross domestic product (GDP) and asserts itself as the engine of India's economic development. The World Economic Forum Report has indicated that India is ranked eleventh place in the Asia Pacific region in terms of travel and tourism competitiveness and 24th in terms of cultural resources. Indian hospitality standards with respect to gross revenue and foreign exchange earnings have made them to compete by following quality standards and sustainable

hospitality management model. Owing to the customer-oriented service endeavor, hospitality companies need to improve service offerings by determining the needs of their target groups. Within this context, this study aims to identify, analyze and rank the TQM practices in select Satara hospitality industry. The study involves a survey-based empirical approach in order to accomplish the objective of present study. Statistical measures like mean, standard deviation, reliability test and Pearson Correlation analysis were used to empirically examine and rank the TQM practices in Satara hospitality industry. Understanding the identified TQM practices, Satara hospitality managers and practitioners would be able to incorporate these practices in their companies to achieve enhanced company performance and increased competitiveness in the marketplace. This paper therefore, presents the results of the study of key TQM practices in Satara hospitality industry. The paper is organized as follows. The next section begins with a review of the existing literature on TQM practices in service industries and studies on TQM in hospitality industry. This is followed by discussion on research methodology adopted. Results and discussion derived from the empirical data are then presented. Finally, it ends with the conclusions, some managerial implications, and scope for future research.

2. Literature Review
Current literature on TQM suggests that it has been widely accepted as a means of improving business competitiveness and customer satisfaction. An industry aspiring to become customer-oriented with emphasis on quality of services will have to implement the TQM concepts throughout the industry[6].Since the effective implementation of TQM hinges on the identification of key TQM practices, it is interesting to know a set of TQM practices which will make the implementation of TQM successful. The current literature review is focused on the identification of TQM practices that need to be considered and implemented in any service industry like hospitality as well as literature on TQM in hospitality industry which can guide TQM managers and practitioners to improve their company performance.

2.1 TQM in Hospitality Industry
As per the report of Ministry of Tourism (2010), Satara hospitality industry has been accepted as one of the fastest growing industries in terms of GDP, revenue generation and foreign exchange earnings. The report also revealed that it is a major contributor to the national integration process of the country as well as preserver of natural and cultural environment [7].It is also expected that hospitality sector is expected to generate tremendous employment and foreign exchange by 2019. The current body of literature on TQM in hospitality industry showed that it has been applied to all segments of the hospitality (example hotels, restaurant, food services etc.) [8]. Further, it was also revealed that few studies have been conducted in this area and most of them are conceptual or literature review type. For example [9] in their study reported how quality management is carried out in hotels in the Basque Country, a region in the north of Spain with a long tradition in the tourist sector. They found a large percentage of hotels implement a quality management system that has been designed in-house. The study also indicated that a significant number of hotels implement a policy of continuous improvement. [11] in their exploratory research analyzed and compared the TQM practices of three luxury hotels located in the Northeastern part of the US and found leadership, guest and market focus, and information and analysis as the three most significant TQM factors. Study by [12] using literature review and theoretical approach aimed to emphasize business ethics as a dimension of TQM helping Croatia approximate [13] reviewed the literature on the implementation of quality program in the Irish hotel industry. Top-management sponsorship and the provision of training and value promotion throughout the organization were found to be important factors in this industry. Similarly, [14] in his literature review discussed the perspectives and research agenda of quality research in tourism and hospitality.

3. Research Methodology

This section discusses the sample and data collection procedures used in this study as well as instrument administration approach to target the principle respondents. In order to accomplish the objective of this study, a self-administered structured questionnaire survey methodology was adopted based on the works of [13,14,15].The study uses an electronic mail (e-mail) survey means to collect relevant data as done by earlier studies in this area. The instrument was initially validated through a pilot study before it was actually used for primary data collection. The instrument developed was divided into two sections. The first section collects the demographic information of the respondents like profession, gender, years of experience as well as the general background of the company. The second section presents the information regarding identification and ranking of TQM practices in the company by listing 9 major TQM practices. The instrument was operationalized on a 5-point Likert scale, with 1= very low, 2=low, 3= moderate, 4=high, and 5= very high. Each TQM practice contains three to eight items. The sampling frame of this survey was composed of select hospitality companies in Satara district. The sample was drawn using a simple random sample approach. The target respondents for this study were top and middle level administrators/managers who have sufficient level of experience and qualification and therefore, they will be aware of the TQM practices followed in their respective company. A total of 112 questionnaires were e-mailed to different hospitality companies. After several follow-ups and personal contacts, a total of 39 companies responded which were selected for this study, however, only 34 useable survey instruments were included for the data analysis as 5 instruments were unusable, yielding a response rate of 30.3 percent. The key characteristics of respondents are summarized in Table 1.

Table 1: Characteristics of Respondents

Characteristics	Number of Respondents	Percentage of Respondents
Type of Hotel		
Independent	23	67.64
Family owned	5	14.70
Chain Hotel	6	17.64
Total number of employees (staff)		
Less than 50	20	58.82
More than 50	14	41.17
Is your company ISO 9000 or any other quality certified?		
Yes	8	23.52
No	26	76.47
Position/Role of the Respondent		
Owner	22	64.70
Director/Managing Director/Executive	5	14.70
CEO/General Manager	3	8.82
Project Manager/Senior Engineer Manager/Senior Manager	1	2.94
Manager/Technical Manager/Operations Manager	1	2.94
Quality Manager/Human Resource Manager/Quality Engineer/Market Manager/Executive Manager	1	2.94
Others (Like Project Architect, Consultant; Customer Relation Officer; Service Manager; Assistant Manager)	1	2.94
Years of experience		
Less than 5 years	7	20.58
More than 5 years	27	79.41
Gender		
Male	29	85.29
Female	5	14.70

Table No.2: Extent of execution for quality management: Importance and Practices in sample units

Sr	Particulars	Mean Score	SD	Overall mean
	F1.Top Management Commitment			
1	Furnishing customer gratification direction policies	4.70	0.82	4.43(I)
		4.60	0.95	3.61(P)
2	Structure continuous enhancement philosophy	4.43	0.99	
		3.04	1.14	
3	Practicing involvement in decision making	4.11	1.19	
		2.80	1.02	
4	Established communication associations amid employees and management	4.66	0.87	
		4.93	0.26	
5	Regarding about the welfare of employees	4.12	0.93	
		2.97	0.78	
6	Constructing clear mission concerning business objectives	4.61	0.91	
		3.37	1.08	
	F2.Continuous improvement system			
1	Manipulating quality tools for enhancement actions by non-production associated functions	4.76	0.79	
		2.54	1.05	4.36(I)
				2.67(P
2	Manipulating quality tools and techniques	3.05	1.25	
		1.20	0.58	
3	Giving gratitude for assistances on development ideas	4.57	0.81	

		2.80	1.06	
4	Accompanying continuous enhancement to advance processes	4.64	0.93	
		3.68	1.36	
5	Manipulating statistical practices in design and production processes	4.63	0.94	
		3.01	1.18	
F3.Benchmarking				
1	Gauging and observing customer gratification extents	4.85	0.57	4.82(I) 3.57(P)
		3.43	1.29	
2	Gathering internal actions (such as quality costs, no. of rejects) to oversee quality enhancement	4.87	0.55	
		3.78	1.01	
3	Attending and acting employees outlooks	4.84	0.60	
		3.45	1.10	
4	Carrying measurements from critical processes for enhancement drives	4.73	0.81	
		2.65	1.30	
F4.Supplier quality management				
1	Encompassing suppliers in customer's upgrading activities.	3.89	1.46	
		1.26	0.57	3.86(I)
2	Accompanying supplier audit and appraisal	3.94	1.43	
		1.90	0.88	

3	Working with suppliers on the way to long term association.	4.01	1.44	
		1.53	0.77	
4	Accompanying training of suppliers	3.54	1.35	
		1.65	0.58	1.75(P)
5	Selecting suppliers on the foundation of quality aspects	3.94	1.49	
		2.42	1.22	
	F5.Human resource management			
1	Having a system for job progression	4.28	0.65	4.78(I)
		2.90	0.55	
2	Execute training for Employees for job-related skills	4.87	0.55	
		3.94	0.12	
3	Preparing employees with quality-related information	4.98	0.69	3.65(P)
		4.05	0.10	
4	Evaluating employee performance by their seniors.	4.99	0.59	
		4.32	0.60	
5	Executing 'People gratification' initiatives (such as recommendation systems, etc.)	4.82	0.92	
		3.09	0.62	
	F6.Systems and Processes			
1	Applying system and techniques for quality assurance	4.82	0.66	4.44(I) 3.18(P)
		3.74	1.01	
2	Recognized information and data gathering system to display upgrading activities	4.87	0.60	
		3.16	1.07	

3	Recognized marketing information structure	3.25	1.67	
		2.38	0.90	
4	Observing key business processes on meeting the necessities of customers	4.81	0.68	
		3.46	0.89	
	F7.Resources management			
1	Arranging adequate financial resources to backing upgrading activities	4.91	0.46	4.67(I)
		4.20	0.71	3.72(P)
2	Seeing human resource accessibility in development activities	4.49	1.06	
		3.56	0.74	
3	Seeing investment decisions founded on sound resources	4.87	0.63	
		4.05	0.74	
4	Allowing technical resources (e.g. software, equipment)	4.42	1.10	
		3.07	0.94	
	F8.Total quality training			
1	Having training in quality-specific tools and practices	4.79	3.75	4.84(I)
		4.33	0.67	
2	Having training on total quality theories.	4.78	0.68	
		3.63	1.00	
3	Allowing training time for employees	4.93	0.26	
		4.10	0.77	
4	Updating knowledge of	4.91	3.70	3.71(P

	Management			
		3.76	1.17	
5	Allowing constant learning through education and training	4.80	0.71	
		3.52	1.10	
	F9. Work environment and culture			
1	Keeping satisfying surroundings in working zones	4.94	0.24	4.89(I) 3.89(P)
		4.12	0.90	
2	Encouraging positive beliefs by management	4.95	0.21	
		3.99	0.89	
3	Having coordination and participation as normal application	4.95	0.21	
		4.47	0.63	
4	Strengthening attitudes and actions through a considerate culture	4.94	0.23	
		3.34	1.04	

Graph No.1: Extent of execution for Quality management Importance and Practices

Quality management Importance and Practice Mean
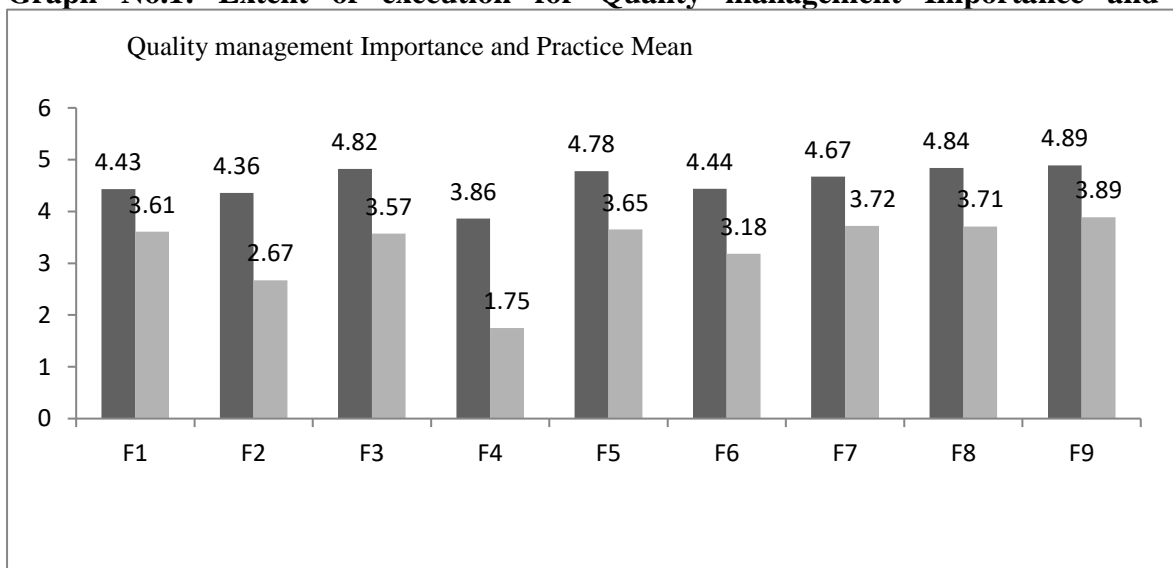
Samples have delivered with choice of quality activities as Top management commitment approach, Continuous improvement system approach, Benchmarking approach, Supplier quality management approach, Human Resource Management approach, System and Processes approach, Resources

Management approach, Total Quality Training approach and Work environment and Culture approach. There are two aspects in this section; understanding of the importance and degree of practice. Table No.2 specifies the separate mean on each item in the questionnaire and the whole mean of every factor. The numerous means for the observation of importance and practice were examined. First, a whole mean for each factor was found to look at the extent of an importance perceived by the respondents. Total mean for perception of importance for Top management commitment approach, Continuous improvement system approach, Benchmarking approach, Supplier quality management approach, Human Resource Management approach, System and Processes approach, Resources Management approach, Total Quality Training approach and Work environment and Culture approach is as 4.43, 4.36, 4.82, 3.86, 4.78, 4.44, 4.67, 4.84 and 4.89 respectively. It demonstrates that sample units have significance for quality activities. Overall mean for execution of quality actions for Top management commitment approach, Continuous improvement system approach, Benchmarking approach, Supplier quality management approach, Human Resource Management approach, System and Processes approach, Resources Management approach, Total Quality Training approach and Work environment and Culture approach is as 3.61, 2.67, 3.57, 1.75, 3.65, 3.18, 3.72, 3.71 and 3.89 respectively. It displays that there is outsized gap in perception of importance and truly practice of quality actions in sample units.

To compete and withstand in the business Total quality management is crucial for a firm and now they are preceding required activities to execute this practices in their firms. But these organizations are also fronting some issues while execution of quality management aspects and after conversations with the contributed respondents some of the difficulties are emphasized beneath.

- Revolution in working culture is a relaxed practice and sometimes the top management performs arrogantly in the direction of quality concerns.

-Due to inadequacy financial support and shortfall of resources, it is strenuous for the firms to execute improved quality management outlook.

-Exhaust of work of the employees due to restricted size of workforce showing to disorder working habitat.

-Absence of renovation in product and process also inclines to beneath the productivity.

-Lack of endurance in top management observed and they should comprehend that TQM execution demand some time to show its productiveness.

Hypothesis of the study:

Hypothesis: Total Quality Management practices are not covered in Hospitality organizations in an effective manner.

Specific Research Hypotheses	Specific Research Questions
Total Quality Management practices are not covered in **Hospitality organizations** *end in an effective manner.*	*Is there a noteworthy variance amid perceived importance and practice of* **Hospitality organizations** *on each of TQM issues?*

To check this hypotheses researcher make hypotheses one is as succeeding. It was significant to assess noteworthy variance amid the importance and practice means on each of TQM aspects for Hospitality organizations.

To assess for a noteworthy variance amid understanding of the importance and extent of practice means on each of TQM aspects (for overall respondents) for Hospitality organizations.

Ho: $\mu_1-\mu_2 = 0$; i.e. there is no substantial variance amid meansof the importance and extent of practice means on each of TQM aspects

H1: $\mu_1-\mu_2 \neq 0$; i.e. there is substantial variance amid the two mean

Table No. 3: Paired Samples Statistics

The first t-test was executed to investigate if there is any substantial variance amid understanding of the importance and extent of practice means on each of TQM aspect.

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	F1 I	4.4318	198	.26146	.01858
	F1 P	3.6195	198	.26768	.01902
Pair 2	F2 I	4.3721	198	.26640	.01893
	F2 P	2.6801	198	.30430	.02163
Pair 3	F3 I	4.8258	198	.17796	.01265
	F3 P	3.3283	198	.52070	.03700
Pair 4	F4 I	3.8778	198	1.77753	.12632
	F4 P	.7838	198	1.05337	.07486
Pair 5	F5 I	4.7929	198	.22383	.01591
	F5 P	3.6586	198	.28464	.02023
Pair 6	F6 I	4.4343	198	.57007	.04051
	F6 P	3.1856	198	.49357	.03508
Pair 7	F7 I	4.6730	198	.31573	.02244
	F7 P	3.7184	198	.43259	.03074
Pair 8	F8 I	4.8424	198	.16926	.01203
	F8 P	3.8414	198	.38671	.02748
Pair 9	F9 I	4.8949	198	.13011	.00925
	F9 P	3.8970	198	.41039	.02916

Table No. 4: Paired Samples Statistics

Paired Samples Test

		Paired Differences				
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference	
					Lower	Upper
Pair 1	F1 I - F1 P	.81229	.39505	.02807	.75692	.86766
Pair 2	F2 I - F2 P	1.69192	.41194	.02928	1.63419	1.74965
Pair 3	F3 I - F3 P	1.49747	.55645	.03955	1.41949	1.57546
Pair 4	F4 I - F4 P	3.09394	1.74480	.12400	2.84941	3.33847
Pair 5	F5 I - F5 P	1.13434	.37039	.02632	1.08243	1.18625
Pair 6	F6 I - F6 P	1.24874	.75464	.05363	1.14298	1.35450
Pair 7	F7 I - F7 P	.95455	.53181	.03779	.88001	1.02908
Pair 8	F8 I - F8 P	1.00101	.42294	.03006	.94173	1.06029
Pair 9	F9 I - F9 P	.99798	.43687	.03105	.93675	1.05921

Table No. 5: Paired Samples Statistics

Paired Samples Test				
		t	df	2-tailed *p*-value
Pair 1	F1 I - F1 P	28.933	197	.000
Pair 2	F2 I - F2 P	57.794	197	.000
Pair 3	F3 I - F3 P	37.867	197	.000
Pair 4	F4 I - F4 P	24.952	197	.000
Pair 5	F5 I - F5 P	43.094	197	.000
Pair 6	F6 I - F6 P	23.284	197	.000
Pair 7	F7 I - F7 P	25.256	197	.000
Pair 8	F8 I - F8 P	33.303	197	.000
Pair 9	F9 I - F9 P	32.144	197	.000

pair 1 specifies Top management commitment approach, pair 2 for Continuous improvement system approach, pair 3 is for benchmarking approach, pair 4 for Supplier quality management approach, pair 5 for Human Resource Management approach, pair 6 for System and Processes approach, pair 7 for Resources Management approach, pair 8 for Total Quality Training approach and pair 9 for Work environment and Culture approach. It is perceived from table that the 2-tailed *p*-value is underneath 0.05. So it can judged that there is a statistically substantial variance amid two conditions ie. Perceived importance and real practice of TQM aspects in sample units of Hospitality organizations. So null hypotheses which is there is no substantial variance amid the two means is rejected. From this result it can be judged that Total Quality Management practices are not covered in Hospitality organizations in an effective manner.

Conclusion:

Understanding the factors that may hamper the execution of TQM lets owner of small scale industries successfully execute TQM and thus flourish more effective strategies to increase transparency to achieve business excellence. Finance is one of the most important difficulties facing small businesses. Finance is the life of an organization and can work properly when there are enough funds in any organization. The main reasons for this problem are insufficient capital and insufficient credit opportunities. Small scale industries normally utilize local sources for converge raw material demand. These units should face many problems, such as inadequate, poor quality and even raw material shortages. All these factors have a negative impact on the activities of these units. Additionally, it may be helpful to engage in learning activities where employees want to challenge their imaginations in the most effective ways to accomplish a task.

This paper presents the results of a study on TQM carried out in the Satara hospitality industry.

A total of 9 TQM practices, consisting of 110 items, were considered in the self-administeredquestionnaire. From the analysis of correlation matrix, it was found that most of the TQM practices are inter-correlated in the hospitality industry.

The literature on TQM in service sector shows that it focus much more heavily on themanagement commitment towards quality at all levels, management of external customers andcontinuous improvement in the quality of products and services rather than on any supplier orinternal customer. This may be the possible reason that explains practices like SM and HRM are ranked as the lowest important practices. Because hospitality companies are more likely to beinteractive with customers, the quality problems may occur during the service to customers. It is necessary to solve the problem in the shortest time in any service process.

Beside this, continuous training andeducation in new and emerging quality tools and techniques will constantly encourage theworkers to continuously improve the product and services of the company. Training andeducation is an essential part of TQM implementation and should be given from time to time.

Managerial Implications

The findings of the present study provide some insights as to how the managers and practitioners of the hospitality companies can improve their service performance and how they can implement TQM program successfully in their companies. Following are some of the potential implications for the managers and practitioners of the hospitality companies:

• The findings of this study provide a practical understanding of these TQM practices and their applicability in the Satara hospitality industry for improved performance. Theywould be very useful for the policy makers in evaluating the effectiveness of their current TQM practices.

• The findings support the argument that the practices should be implemented holistically rather than on a piecemeal basis to get the full potential of the identified TQM practices.

• The findings suggest top-management to review their TQM practices and focus primarily on the company's quality culture. The importance of quality culture in the company is essential for the TQM program to be successful.

• Managers and practitioners should review their product and service design at regular interval through a customer feedback system. Further, they should update their current specifications as per the customer expectations.

• This study also provides a wide functional experience to the managers in their current roles and emphasizes continuous training and education in the area.

Future Research

The present work offers a considerable scope for further research. Some possible extensions could be as follows:

• In this research, managers and executives were the dominant respondents. Different positions of the employees within the company may be suggested to fill in the questionnaires. This will provide a wider perspective on the TQM philosophy within industry.

• Increase the sample size to get a more accurate conclusion when a detailed study is conducted.

• This study was conducted in one country only. Future research may include a diversity of other nations to make the study more universally applicable and generalizable.

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