

## **A Conceptual Framework of Total Quality Management and its Application in Tourism Industry**

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### **ABSTRACT**

*Total Quality Management (TQM) describes a management approach to long-term success through customer satisfaction. In a TQM effort, all members of an organization participate in improving processes, products, services, and the culture in which they work. It uses strategy, data, and effective communications to integrate the quality discipline into the culture and activities of the organization. The importance of total quality management (TQM) in the tourist industry has risen to an extraordinary level because of the change in preferences of tourists' behaviour and the growth of competitiveness of new tourist destinations. Total Quality Management (TQM) is a management philosophy that seeks to integrate all functions to focus on meeting tourist's needs and overall quality objectives. This paper is an attempt to comprehend the implementation of Total Quality Management (TQM) in relation to Tourism Industry. Furthermore this study is an attempt to integrate the TQM practices in tourism industry and their application in the augmented product/ service formation.*

**Keywords:** TQM, Tourism, Implementation, Organization.

### **INTRODUCTION:**

Total Quality Management (TQM) provides a paradigm shift in management philosophy for improving organizational effectiveness. TQM focuses the efforts of all members of the organization to continuously improve all organizational processes and increase value to customers, while relying upon a clear vision of the organization's purpose. Total Quality Management (TQM) describes a management approach to long-term success through customer satisfaction. In a TQM effort, all members of an organization participate in improving processes, products, services, and the culture in which they work. Total quality management can be summarized as a management system for a customer-focused organization that involves all employees in continual improvement. It uses strategy, data, and effective communications to integrate the quality discipline into the culture and activities of the organization. The importance of total quality management (TQM) in the tourist industry has risen to an extraordinary level because of the change in preferences of tourists' behaviour and the growth of competitiveness of new tourist destinations. The application of existing, well-tested ideas on quality improvement is an important issue to tourist enterprises. Total Quality Management (TQM) is a management philosophy that seeks to integrate all functions to focus on meeting tourist's needs and overall quality objectives. TQM is one of the most applied and well accepted approach between the contemporary innovations such as six sigma, just – in – time to achieve business excellence, in the last two decades a large number of organizations working among product and service industries had realized the great importance of adopting and implementing TQM process in order to maintain a sustainable competitive advantage in a rapid changing environment.

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## **REVIEW OF LITERATURE:**

Many studies are done on the impact of TQM implementation in Service sectors. Many of the researchers have done the various researches on implementation of the TQM in the Service sectors and the following Reviews of the various research papers have been studied to understand the various method and challenges during the implementation of TQM. Srivanci, (2015) discusses about critical issues in implementing TQM in higher education includes leadership, customer identification, cultural and organizational transformation. He believes unlike business organizations, chancellors and heads of higher educational institution do not enjoy ultimate authority in hiring and firing of personnel and allocating resources. Alvarez et al. (2014) 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. Lunenburg (2012) in his study sets the framework for transforming schools using Deming's 14 TQM principles. The concepts formulated by Total Quality Management (TQM) founder, W. Edwards Deming, and have been suggested as a basis for achieving excellence in schools. Tom Noone, (2010) in his research discusses about Deming's philosophy through his 14 principles which helps a service sector to attain quality. The principles indicate what management needs to do to ensure that they and their employees are able to deliver good service quality to its customers. Talib et al., (2010) in his study concluded that 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.)

## **RESEARCH OBJECTIVES:**

- ❖ To integrate the TQM practices in tourism industry and their application in the augmented product/ service formation.
- ❖ To recommend and give various suggestions as to how application of TQM in tourism industry will lead to Creating a better understanding of the current situation.

## **RESEARCH METHODOLOGY:**

The present study has used secondary sources of data in order to have a better and clear understanding related to TQM and how this knowledge based integration has led to the change in the overall dynamics of business scenario including tourism industry as well. The secondary data used in the study has been extracted from various journals, research papers, conference proceedings and other related sources. JK Tourism departmental website is also observed for significant data and various JK state tourism studies and researches were observed. Furthermore the methodology has been to concentrate on more extensive and famous ideal models that are broadly talked about, embraced and reported in the different written works of TQM in order to obtain an inside and out of the predominating circumstance and systems.

## **FINDINGS:**

1. All the important factors that are essential for carrying out TQM process are available in the organization; we just need to introduce the concept.
2. The positive aspect about the tourism sector is that, there is massive availability of human resource in the organization. If the employees are provided with continuous induction training regarding the concept of TQM, there is a scope of change.
3. For implementation of TQM concept the proper commitment of higher authorities is required, only then the concept will be carried out properly at all levels within the organization.
4. The State Govt. must also possess a positive approach regarding the quality concept which will in turn boost the authorities and will result in innovations and positive interventions of old processes and procedures by introducing the concept of quality among them.

One encouraging sign is that the executives in the tourism study recognize the importance of system of quality certification and the role that they can play in future, in spite of the fact that they do not implement them in their businesses. The problem stems from a lack of sufficient education. Consequently with the better

and continuous education, we can hope for the qualitative upgrading of goods and services in tourism industry in Jammu and Kashmir.

## **RESULTS:**

A large number of people recognize quality with luxury and that is not necessarily true. It shows encouraging that they combine quality to a combination of factors, such as luxury, additional services, reliability, conformity to standards and value of money. Roughly most of the people believe that quality provision in tourism department is level and time of services and atmosphere. The reason for not implementing a system of quality certification that came to light from the research is that the majority of reasons related to bureaucracy, while quite a large financial and social disturbance reasons. All the reasons are logical and they constitute obstacles to the growth of systems of total quality management, particularly when their importance is not completely understood.

## **CONCLUSION:**

There is immense scope of application of TQM IN Tourism industry as all the requisites for implementation of TQM are available but the required commitment of the authorities and the State Tourism Planners towards the implementation of TQM concept is current need of the hour in order to achieve the competitive advantage over the competitors and thus will also lead to natural and social maintenance of the region. More work and effort needs to be done in order to raise the workers' awareness of the importance of these concepts which should be taken altogether and not to be selective in choosing one over the other because they are all connected to each other. One encouraging sign is that the executives in the tourism study recognize the importance of system of quality certification and the role that they can play in future, in spite of the fact that they do not implement them in their businesses. The problem stems from a lack of sufficient education. Consequently with the better and continuous education, we can hope for the qualitative upgrading of goods and services in tourism industry in Jammu and Kashmir.

## **SUGGESTIONS:**

The application of TQM in tourism industry should lead to creating a better understanding of the current situation, establishing realistic action plans, maximizing returns and the economic and social benefits, cultural and political tourism, Increase community awareness of the importance of tourism and its economic value. More work and effort needs to be done in order to raise the workers' awareness of the importance of these concepts which should be taken altogether and not to be selective in choosing one over the other because they are all connected to each other.

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