

Identification of suitable Critical Success Factors (CSFs) to implement the Total Quality Management (TQM) in the Hospitality Industry

V. Jagannathan, A. Mohammed Faisal

Abstract: Total Quality Management (TQM) can be used for business process improvement to achieve the quality service in the hotel business. The objective of this paper is to identify the suitable Critical Success Factors (CSFs) for implementing TQM in the Hotel industry. Analytic Hierarchical Process (AHP) analysis is done to identify the importance of CSFs. Web based analysis is used to analysis the AHP. The study has identified the suitable TQM's CSFs of such as customer satisfaction or focus, top management commitment and leadership and employee involvement or focus or satisfaction are important CSFs to implement the TQM in the hotel industry. Based on the AHP analysis, the study has identified the suitable CSFs of TQM related to customer focus or satisfaction ($CF = 0.4288$), top management and leadership ($TM = 0.2548$) and employee involvement ($EI = 0.2346$) are important CSFs to implement the TQM in the hotel industry. The least importance is given to Continuous improvement ($CP = 0.0818$).

Keywords : AHP, CSFs, Hotel, TQM.

I. INTRODUCTION

Total Quality Management (TQM) is an idea that gives more importance to business process improvement to satisfy the customer by producing the quality service at each and every level of the organization. It is a manufacturing management practices that are implemented to the service sectors ([1]; [2]). Globalisation and open competition can provide an opportunity because of the large presence of manual labour ([3]; [4]). So the Quality is very greatly vital in the hotel industry [1] for survival in Globalisation and open competition. TQM is to achieve quality by improvement of the performance [5]. The Critical Success Factors (CSFs) need an effective implementation of TQM and total quality service (TQS) in the hotel industry [6]. The objective is to identify the suitable Critical Success Factors (CSFs) for implementing TQM in the Hotel industry.

II. TQM IN HOTEL INDUSTRY

Researchers studied the case study for the quality metrics [1] and the techniques such as Quality circle and Audit for TQM in the hospitality industry [2]. They conducted a study on the role of training through a field study with questionnaire within the service organizations in New Zealand TQM implementations [7]. Author selected and studied the TQM model that was proposed to the hotel industry [8]. He reviewed articles based on factors related to performance, improvement of process and quality and teamwork applied in the hotel situations [9] and focused the adoption of TQM concepts related to planning, teamwork, employee and customer, tools/techniques etc. in both the service and manufacturing, organisations in Ireland [10].

The critical factors were identified based on TQM and Total Quality Service (TQS) for development of a model [6]. A framework was proposed based on the sustaining structures and satisfaction of customer aimed at total service quality [11]. Researchers identified and evaluated the soft and hard CSFs for effective implementation in hospitality industry using the Fuzzy Analytic Hierarchy Process (FAHP) [12]. They proposed the proper TQM factors that applied to the hotel industry in Malaysia [13].

III. PROPOSED METHODOLOGY

The exploratory research design is used for identification of CSFs. Analytic Hierarchical Process (AHP) analysis is done to identify the importance of CSFs. Web based analysis [14] is used to analysis the AHP. AHP was accompanied through three stages:

- Develop a hierarchy model (Fig. 1)
- Analysis a hierarchy model
 - Measure a data
 - Determine the normalized weights.

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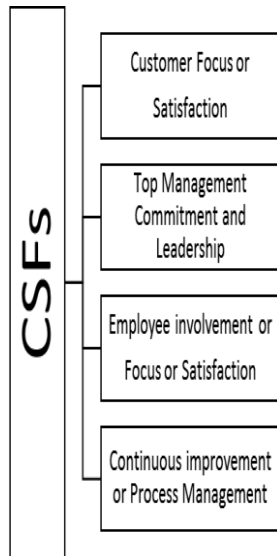


Fig. 1 A hierarchy model with CSFs for TQM

The steps of web based AHP analysis for a hierarchy model are

- i. Input the data for Criterion (Tab. 1)
- ii. Rate the criteria preference using pairwise comparison (Fig. 2)
- iii. Input the importance of each criteria
- iv. Find the importance of each criteria

Tab. 1 CSFs as Criterion for AHP analysis

S. No.	CSFs	
1	Customer Focus or Satisfaction	CF
2	Top Management Commitment and Leadership	TM
3	Employee involvement or Focus or Satisfaction	EI
4	Continuous improvement or Process Management	CP

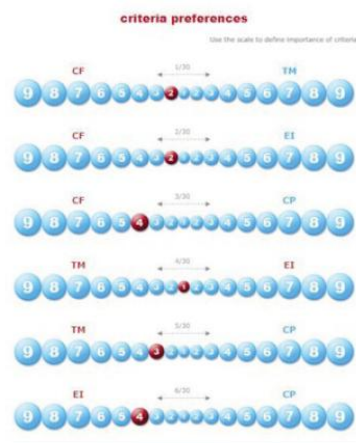


Fig. 2 Rate the criteria preference using pairwise Comparison

IV. RESULT AND DISCUSSION

Based on the AHP analysis (Tab. 2), the study has identified the suitable CSFs of TQM related to customer focus or satisfaction (CF = 0.4288), top management and leadership (TM = 0.2548) and employee involvement (EI = 0.2346) are important CSFs to implement the TQM in the hotel industry. The least importance is given to Continuous improvement (CP = 0.0818).

Tab. 2 Importance of CSFs with Consistency Ratio (CR) = 0.0172 using Web based AHP Analysis

S. No.	CSFs		Importance
1	Customer Focus or Satisfaction	CF	0.4288
2	Top Management Commitment and Leadership	TM	0.2548
3	Employee involvement or Focus or Satisfaction	EI	0.2346
4	Continuous improvement or Process Management	CP	0.0818
Consistency Ratio (CR) = 0.0172			

V. CONCLUSION

Based on the AHP analysis, the study has identified the suitable CSFs of TQM related to customer focus or satisfaction (CF = 0.4288), top management and leadership (TM = 0.2548) and employee involvement (EI = 0.2346) are important CSFs to implement the TQM in the hotel industry. The least importance is given to Continuous improvement (CP = 0.0818). The identified CSFs can be used to develop a theoretical model that needs to be empirically established.

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