The Study Of Continuous Improvement On Total Quality Management At Hotel Industry

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Abstract: The purpose of this study is to analyze the Continuous Improvement of Total Quality Management in Types of hotels. In this challenging era an individual employee has more and more difficulties than ever before. Total Quality Management has become most important part of every category of employees because every category of employees faces different type of issues. Total Quality Management effect the both personal and professional life. A balanced life means where employees spread their energy and efforts in key areas. The study examined how employees manage their work life; Factors involved are Continuous Improvement and Total Quality Management with respect to Types of Hotels. In this study, hypotheses & objective was formulated. As a data collection tool in the study, questionnaire was planned to gathering data. The sample of the study are (300) employees. After the data collection the proper statistical analysis was applied & the Dependent T Test result showed that significant of positive relationship exists or not between Total Quality Management and Continuous Improvement in Hotel Industry.

Key Words: **Continuous Improvement, TQM, Hotel Industry**

Introduction:

In the contemporary 21st century, the global emphasis on quality holds true for all industries, be it manufacturing or services. This focus on quality yields a distinct competitive edge for organizations. In this regard, the implementation of Total Quality Management (TQM) stands out as a strategy that can provide organizations with a significant advantage. TQM represents a philosophy cantered on continuous improvement to consistently meet customer expectations.

The approach of Total Quality Management (TQM) aims to aid in attaining exceptional business performance. This principle applies to hospitality management as well, aiming to enhance guest contentment, gain a competitive edge, and secure recurrent customer visits. TQM's methodology is employed to ensure that all aspects of the hospitality experience are optimized for quality, efficiency, and customer satisfaction. By implementing TQM practices, hospitality businesses aspire to stand out in the market and build lasting relationships with their clientele.

Certainly! Here are the key points explaining continuous improvement:

1. Small Changes, Not Major Shifts: - Continuous improvement focuses on making small, incremental changes rather than waiting for major paradigm shifts or groundbreaking inventions. It is about constantly refining and optimizing existing processes and systems.

2. Valuable Employee Ideas: - Acknowledges that employees, being on the frontline of operations, have valuable insights and ideas. Continuous improvement encourages the active participation of employees in identifying areas for enhancement and generating innovative solutions.

3. Inexpensive Incremental Improvements: - Typically, incremental improvements are cost-effective and do not require substantial financial investment. By making small adjustments, organizations can achieve meaningful enhancements without significant resource expenditure.

4. Employee Ownership and Involvement: - Continuous improvement promotes a culture where employees take ownership of their work processes. They are actively involved in suggesting improvements, implementing changes, and contributing to the overall success of the organization.

5. Reflective Improvement: - Improvement is not arbitrary but is reflective and data-driven. It involves a systematic analysis of current processes, performance metrics, and customer feedback to identify areas that can be enhanced.

6. Measurable and Repeatable: - Continuous improvement is not a vague concept; it is measurable and involves defining key performance indicators (KPIs) to assess progress. Additionally, successful improvements are designed to be repeatable, creating a culture of ongoing enhancement rather than one-off fixes.

Hence, continuous improvement is a philosophy that values the cumulative effect of small, ongoing changes driven by employee engagement, cost-effective enhancements, reflection on current practices, and the establishment of measurable, repeatable improvements over time.

Literature Review:

As per Singh, S. B., & Dhalla, R. S., 2010 **Total** Quality Management (TQM) is a systematic approach to manufacturing flawless products. It necessitates a well-coordinated and company-wide effort to proactively identify and rectify errors at each phase of production. TQM encompasses a set of practices, principles, and strategies aimed at achieving the highest possible product quality. In practice, TQM means that every employee, regardless of their role within the organization, is involved in ensuring product excellence. It promotes a culture where errors are not merely corrected but actively prevented. This process involves various techniques such as continuous monitoring, feedback loops, and process improvements to achieve the goal of delivering products that meet or exceed customer expectations. TQM is not a one-time effort but an ongoing commitment to quality excellence, which can lead to enhanced customer satisfaction, reduced waste, and improved overall organizational performance.

As Par Yusof and Aspinwall ,2000 TQM for small businesses means creating a culture of quality by using quality management approaches in every part of the business. This includes focusing on continuous improvement using available resources, both money and people, and anticipating and meeting customer needs in a way that ensures ongoing business success.

As Par Witt and Muhlemann, 1996A way to run a business where everyone works together to make sure customers are happy at every step, both inside and outside the company.

As Par According to Youssef et al., 1996; Koc 2006 Total Quality Management (TQM) is a way of thinking in management that aims to do more than just meet the needs of both inside and outside customers. It wants to make sure everyone in the company, from employees making the product to managers, is dedicated to quality and knows how important it is

Objective: To Analysis the Continuous Improvement of Total Quality Management in Types of hotels.

Hypothesis H0: There is no significant difference in the attitude of respondents from selected international hotels towards the Continuous Improvement with respect to national vs. International Hotels.

Research Methodology

3.1Population and Sample: Employees of National & International Hotels of Delhi NCR & Agra have been taken as sampling unit for the study, 300 respondents will be taken for the study. 150 respondents each from Indian and international hotels is proposed to be selected. Equal number of respondents are to be selected for study.

3.2 Data and Sources of Data: The study collected primary data by administering a structured questionnaire to 300 employees from selected Multinational and National Hotels in Delhi NCR & Agra. These employees were from two major cities in the state, namely Delhi NCR and Agra. The purpose was to gather responses related to Total Quality Management Approaches in Multinational and National Hotels. To collect responses from the participants, a Likert scale was employed, consisting of a five-point scale where respondents indicated their answers corresponding to each statement within the questionnaire.

3.3 Theoretical framework:

Dependent Variable: Total Quality Management

Independent Variable: Continuous Improvement

3.4Statistical tools and econometric models

Reliability Test

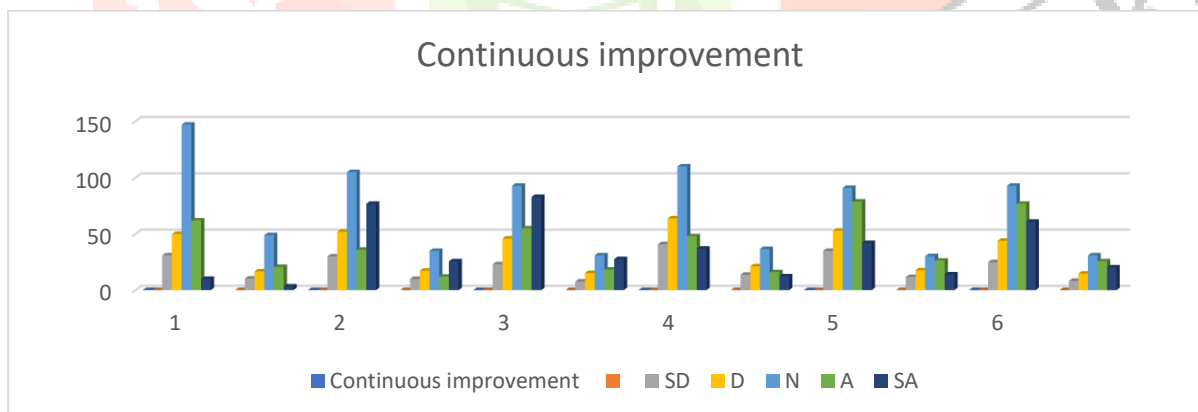| Scale: Continuous Improvement	
Reliability Statistics	
Cronbach's Alpha	N of Items
0.64	6

The table shows reliability stats for the "Continuous Improvement" scale, which measures how consistently it assesses continuous improvement within an organization. It has a moderate Cronbach's Alpha of 0.64, indicating reasonable internal consistency among its six items. This suggests it's fairly reliable in gauging continuous improvement, though it may have some variability. Researchers and practitioners can use it confidently for this purpose.

3.4.1 Descriptive Statistics:

Table 1 Showing Frequency & Percentage for Continuous Improvement with respect to national vs. International Hotels.

S No.	Statement		SD	D	N	A	SA	Mean	Std Dev
	Continuous improvement								
1.	Improvements are based on small changes, not only on major paradigm shifts or new inventions.	N	31	50	147	62	10	2.9000	.95553
		%	10.3	16.7	49.0	20.7	3.3		
2.	Employee ideas are valuable.	N	30	52	105	36	77	3.2600	1.28760
		%	10.0	17.3	35.0	12.0	25.7		
3.	Incremental improvements are typically inexpensive to implement.	N	23	46	93	55	83	3.4300	1.25313
		%	7.7	15.3	31.0	18.3	27.7		
4.	Employees take ownership and are involved in improvement.	N	41	64	110	48	37	2.9200	1.18812
		%	13.7	21.3	36.7	16.0	12.3		
5.	Improvement is reflective	N	35	53	91	79	42	3.1333	1.20571
		%	11.7	17.7	30.3	26.3	14.0		
6.	Improvement is measurable and potentially repeatable.	N	25	44	93	77	61	3.3500	1.19678
		%	8.3	14.7	31.0	25.7	20.3		

Graph 1 Showing descriptive statistics for Continuous Improvement with respect to national vs. International Hotels.

The provided table summarizes survey responses related to the concept of continuous improvement, with each statement evaluated on a scale ranging from strongly disagree (SD) to strongly agree (SA). Here's an interpretation of the findings:

1. Improvements Based on Small Changes: Approximately 49.0% of respondents agreed that improvements are based on small changes rather than major paradigm shifts or new inventions. The mean score of 2.9000 suggests a moderate level of agreement, with a standard deviation of 0.95553 indicating some variation in responses.

2. Value of Employee Ideas: A significant portion (25.7%) of respondents strongly agreed that employee ideas are valuable, resulting in a mean score of 3.2600. The standard deviation of 1.28760 implies moderate agreement with some variability in responses.

3. Cost-Effectiveness of Incremental Improvements: The statement about incremental improvements being typically inexpensive to implement received a mean score of 3.4300, with 27.7% of respondents in agreement. The standard deviation of 1.25313 suggests moderate agreement with some variability in responses.

4. Employee Ownership and Involvement: Respondents expressed varying levels of agreement regarding employee ownership and involvement in improvement, with a mean score of 2.9200. While 21.3% strongly agreed, the standard deviation of 1.18812 indicates moderate agreement with some variability.

5. Reflective Improvement: The statement on improvement being reflective received a mean score of 3.1333, with 26.3% of respondents in agreement. The standard deviation of 1.20571 suggests moderate agreement with some variability in responses.

6. Measurable and Repeatable Improvement: Approximately 31.0% of respondents agreed that improvement is measurable and potentially repeatable, resulting in a mean score of 3.3500. The standard deviation of 1.19678 implies moderate agreement with some variability in responses.

In summary, the survey results reflect varying levels of agreement regarding aspects of continuous improvement. While some statements received moderate to high agreement scores, there is variability in respondents' perceptions. Overall, the findings suggest a generally positive perception of the importance of continuous improvement within the surveyed group, with some areas showing stronger agreement than others.

Table 2 Showing descriptive statistics for Continuous Improvement with respect to national vs. International Hotels.

Group Statistics

	Hotels	N	Mean	Std. Deviation
Continuous improvement	National Hotels	150	3.0947	.70232
	International Hotels	150	3.2393	.78046

Presented in the table 4.5 are group statistics related to **Continuous Improvement** in both National Hotels and International Hotels. The table's content indicates that the mean score for international hotels is 3.2393, while for national hotels, it is 3.0947. Furthermore, the standard deviation for responses in international hotels (.78046) is lower than that in national hotels (. 70232). This implies that responses from international hotels exhibit greater consistency in relation to Continuous improvement. Notably, Continuous improvement satisfaction appears slightly elevated in International Hotels. However, it is important to acknowledge that both categories exhibit variability in their ratings.

Table 3 Showing t-ratios for Continuous Improvement with respect to national vs. International Hotels.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means				
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
Continuous improvement	Equal variances assumed	.973	.325	-1.688	298	.093	-.14467	.08573
	Equal variances not assumed			-1.688	294.745	.093	-.14467	.08573

The provided table summarizes the outcomes of two tests conducted on the " Continuous improvement " variable. The calculated F statistic of .973 with a significance level of .325 indicates that null hypothesis is Accepted. And it can be said that there is a statistically significant difference in the variances of the " Continuous improvement " variable between the National Hotels and International Hotels groups. The t-test results show a statistically significant difference in means with a t statistic of -1.688 and a significance level of .093 which is lower than 0.05. This implies that there is a notable variation in Continuous improvement between National Hotels and International Hotels, and further analysis might be needed to determine the underlying factors causing this difference.

IV. RESULTS AND DISCUSSION

4.1 Results of Descriptive Statics of Study Variables

The survey highlights mixed perceptions of continuous improvement principles: Small Changes: Nearly half agree (49.0%) that improvements come from small changes. Mean score: 2.9000. Employee Ideas: A quarter strongly value employee ideas (25.7%). Mean score: 3.2600 Cost-Effective Incremental Improvements: Many agree (27.7%) that small improvements are cost-effective. Mean score: 3.4300. Employee Involvement: Moderate agreement (21.3%) on employee involvement. Mean score: 2.9200. Reflective Improvement: A quarter sees improvement as reflective (26.3%). Mean score: 3.1333. Measurable and Repeatable Improvement: About a third (31.0%) find improvement measurable and repeatable. Mean score: 3.3500. Overall, perceptions are generally positive, but some areas show more variability. Room for improvement exists in aligning understanding across the organization.

The survey reveals that international hotels have a mean score of 3.2393 for continuous improvement, whereas national hotels have a slightly lower mean score of 3.0947. Additionally, international hotels display lower variability in their responses with a standard deviation of 0.78046, indicating greater consistency. This suggests that satisfaction with continuous improvement practices is slightly higher in international hotels. However, it's important to note that both international and national hotels still exhibit some variability in their ratings, indicating room for improvement in both categories.

The t-test results indicate a statistically significant difference in means between National Hotels and International Hotels for continuous improvement, with a t-statistic of -1.688 and a significance level of .093 (lower than 0.05). This suggests that there is a notable variation in the perception of continuous improvement between these two categories of hotels. Further analysis is warranted to understand the factors contributing to this difference in perception.

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