

Barriers of Implementation of Total Quality Management (TQM) in Nepalese Tourism Industry

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Abstract

TQM is a broad system approach performing horizontally through an organization involving all departments and workers and extending backward and forward to include both suppliers and customers. Management leadership is an important factor in TQM implementation because it improves performance through influencing other TQM practices. The study main aim was to identify the barriers of implementation of TQM in Nepalese tourism industry. The study was conducted among the 240 respondents related to the tourist industries established in the Sauraha, Chitwan, Nepal. The results revealed that a number of challenges were faced by tourist industries like lack of understanding about the TQM and lack of preparation to adopt the TQM, unavailability of training to the staffs, lack of effective measurement criteria of TQM and also lack of evaluation procedures to measure the effective implementation of TQM. So, the study recommends adopting the effective way to implement the TQM.

Keywords : Barrier, Total Quality Management (TQM), Tourist

Introduction

TQM is a holistic and ethical approach of the firms to continuously improve their products/services or processes involving all stakeholders in order to satisfy their customers and to improve performance and sustainability. The results give that overall TQM practices improve all performance measures (DIAMANDESCU, 2016). Robbins (2001) defined TQM as “a philosophy of management that is driven by the constant attainment of customer satisfaction through continuous improvement of all organizational process”. Oakland (1989) says TQM is “an approach to improving the effectiveness and flexibility of business as a whole”. Some writer like Gitlow in his studies of TQM finds a system of means to economically produce goods or services which satisfy customers' requirements. Implementing quality control effectively necessitates the cooperation of all people in the company, involving top management, managers, supervisors, and workers in all areas of corporate activities such as market research, research and development, product planning, design, preparation for production, purchasing, vendor

management, manufacturing, inspection, sales and after-service, as well as financial control, personnel administration, and training and education (Gitlow, 1994, p. 197). Hackman and Wageman discussed, TQM has been (over) sold as a near-universal remedy for a range of organizational problems, including improved organization performance. This is remarkable considering academics have acknowledged for many years that universal principals cannot be successfully applied to organizations. Contingency theory with its “no one best way” dictum, asserts that high performance is a function of the alignment between organization systems/processes and various context factors (Hackman & Wageman, 1995).

The previous study had stated that ineffective leadership; lack of funding and resources; insubordination of workforce; lack of management commitment; poor and ineffective planning; political interference (Suleman & Gul, 2015, p. 132) are some common problem of implementation of TQM in any organization. This is the age of competition so many companies are constantly moving ahead towards improving the quality of overall activities so as to prosper and serve the market in a better way. But still there are challenges that halt the purpose of quality management like constraints imposed by quality culture, autocratic style of leadership, lack of employee commitment, improper Channel of communication, quality certifications-viewed as beurocratic exercise, and problems in identifying customer needs(Dahiya & Bhatia, 2013).According to a Quality Assurance and Standards report by the DQASO, Eldoret East District, Quality Assurance and Standards has also stated some challenges like inadequate budgetary allocation, Lack of transport, Poor motivation and job dissatisfaction, and lack of pre-service and in-service training (Kosgei J. M., 2014, pp. 12-13).

As TQM has been adopted by many organizations worldwide for decades, therefore, it has captured the attention of many researchers from different areas (Gharakhani, Rahmati, Farrokhi, & Farahmandian, 2013). In this connection, the study is going to identify the barrier faced by tourist hotels of Sauraha, Chitwan, Nepal to implement the total quality management.

Material & Method

The study was based on the descriptive as well as exploratory research design. The study had applied the mixed method to collect the data. The study was conducted among the 60 tourist focused hotels of Sauraha, Chitwan. The study was based on the random sampling to select the sample hotels from the universe and purposive sampling technique was adopted to select the respondents. Purposively hotel manager and one employee were selected from each hotel and 120 tourists were also asked about the barrier to implement the TQM. Structured survey questionnaire was used to collect the data. Instrument was pre-tested to ensure the quality of data. Selected hotels were pre-informed for the data collection and individual consent form was filled out from each respondent. Frequency table, and mean value was used to analyze the data. The data was presented in the tabular form.

Results & Discussion

The study had focused to explore the barrier of TQM implementation faced by the hotel. The types of respondents were as follow in Table 1.

Table 1: Types of Respondents

		Frequency	Percent
Types of Respondents	Managers of Hotel	60	25.0
	Employee of Hotel	60	25.0
	Tourists	120	50.0
	Total	240	100.0

Source: Field Survey, 2016

According to the data, there were 240 respondents in the study, among them 120 were from the hotel management (60 were managers of the hotel and 60 were the employee of the hotel) followed by the 120 tourist respondents. The respondents were asked about their knowledge of barrier of TQM implementation, and their experience related to the barrier of TQM implementation. Barriers means the negative attribute which negatively effect in the implementation part of project or policy.

1. Knowledge and understanding of barrier of TQM implementation

Knowledge of TQM is important to implement the TQM in respective hotel. From the face to face interview with the owner, managers and staffs of survey hotel, it was found that respondents had experienced based knowledge of TQM; not theoretical knowledge as its proper meaning. Hotels were providing the service to customers as the need and demand of customers. Some of the hotel owners and managers shared their understanding of TQM in relation to the customers' satisfaction only.

Table 2: Knowledge and understanding of TQM as a barrier of TQM implementation

	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean
	N	%	N	%	N	%	N	%	N	%	
Lack of understanding	34	28.33	33	27.50	11	9.17	28	23.33	14	11.67	2.625
Lack of preparation	15	12.50	36	30.00	36	30.00	13	10.83	20	16.67	2.8917
Resistance to change (Too busy)	13	10.83	18	15.00	31	25.83	32	26.67	26	21.67	3.3333
Lack of vision	33	27.50	12	10.00	14	11.67	36	30.00	25	20.83	3.0667

Source: Field Survey, 2016

The table above is regarding to the barriers to implementation of TQM practices at Nepalese tourism industry. According to the data in the table, lack of understanding carried 28.33% for strongly agreed, 27.50% agree, 11.67% strongly disagreed, 23.33% disagreed and neutral 9.17% with the mean 2.625 indicating a bit strong for the negative result similarly, lack of preparation showed 12.50% strongly agree, 30.00% agree, 16.67% strongly disagree, 10.83% disagree and 30.00% neutral with average value 2.8917 exposing the negative result. Resistance to change and lack of vision carried 10.83% and 27.50% strongly agree, 15.00% and 10.00% agree, 21.67% and 20.83% strongly disagree, 26.67% and 30.00% disagree and 25.83% and 11.67% neutral with average 3.3333 and 3.06637 respectively raveling positive result.

2. Resource Management & Mobilization as a barrier of TQM implementation

Table 3: Resource management & mobilization as a barrier of TQM implementation

	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean
	N	%	N	%	N	%	N	%	N	%	
Lack of top management commitment	27	22.50	12	10.00	22	18.33	27	22.50	32	26.67	3.2083
Lack of customer focus	18	15.00	13	10.83	18	15.00	36	30.00	35	29.17	3.475
Lack of resources	8	6.67	11	9.17	32	26.67	38	31.67	31	25.83	3.6083
Unavailability to training	31	25.83	45	37.50	5	4.17	15	12.50	24	20.00	2.6333
High cost of expert consultancies	19	15.83	20	16.67	14	11.67	41	34.17	26	21.67	3.2917
Lack of rewards and recognition to honest employee	32	26.67	18	15.00	13	10.83	26	21.67	31	25.83	3.05

Source: Field Survey, 2016

Respondents for the lack of top management and customer focus carried strongly agreed 22.50% and 15.00%, agreed 10.00% and 10.83%, strongly disagreed 26.67% and 29.17%, disagreed 22.50% and 30.00% and neutral 18.33% and 15.00% with average value 3.2083 and 3.475 respectively showing its result that they disagree on the above statement. Lack of resources for TQM activities exposed with the data carrying 6.67% for strongly agree, 9.17% agree, 25.83% strongly disagree, 31.67% disagree and 26.67% neutral with 3.6083 exposing to disagreement of respondents. The question related to unavailability of training showed 25.83% for strongly agreed and 37.50% for agreed, 20.00% for strongly disagreed and 12.50% disagreed as well as 4.17% for neutral with the mean 2.6333 showing that they agreed on the statement of unavailability of training of TQM. High cost of expert consultancies and Lack of rewards

recognition to honest employee exposed the data 15.83% and 26.67% for strongly agree, 16.67% and 15.00% for agree, 21.67% and 25.83 for strongly disagree, 34.17% and 21.67 for disagree and 11.67% and 10.83% for neutral with mean 3.2917 and 3.05 respectively explaining the result that they disagree on the statement of high cost of expert consultancies and lack of rewards recognition to honest employee.

3. Lack of system as a barrier of TQM implementation

Table 4: Lack of system as a barrier of TQM implementation

	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean
	N	%	N	%	N	%	N	%	N	%	
Lack of systems and structures for TQM activities	21	17.50	31	25.83	12	10.00	32	26.67	24	20.00	3.0583
Lack of effective measurement criteria	22	18.33	39	32.50	19	15.83	25	20.83	15	12.50	2.7667
Lack of evaluation procedures	14	11.67	35	29.17	29	24.17	26	21.67	16	13.33	2.9583

Source: Field Survey, 2016

Lack of systems and structures for TQM activities exposed with the data carrying 17.50% for strongly agree, 25.83% agree, 20.00% strongly disagree, 26.67% disagree and 10.00% neutral with 3.0583 exposing that they disagree on lack of systems and structures for TQM activities. Similarly, the respondents to the question of lack of effective measurement criteria and lack of evaluation procedures had 18.33% and 11.67% for strongly agree, 32.50% and 29.17% agree, 12.50% and 13.33% strongly disagree, 20.83% and 21.67% disagree and 15.83% and 24.17 neutral with 2.7667 and 2.9583 respectively exposing the agreement of respondents on lack of effective measurement criteria and lack of evaluation procedures.

The study visited River View Jungle Camp and discussed with Madav Adhikari, owner of Jungle camp. He has passed Bachelor. The Jungle Camp was established before 35 years ago. Mr. Adhikari has experience of 20 years in the hotel sectors. As an owner of hotel, he worked to develop the public relation with national and international level tourists through the travel agency and online promotional media. He also takes the online reservation and managed accordingly in hotel.

According to Mr. Adhikari, Sauraha is famous for the traditional beauty. It has natural forest, river, wild life, traditional culture; especially of Tharu community. Mr. Adhikari explained the

meaning of TQM in relation to the particular context of Sauraha. As his experience, the main interest of each tourist is to observe the natural beauty, wild life (jungle safari), local life style and local culture; tourists are not interested to see the modern and artificial beauty because all tourists come from the urban city. Mr. Adhikari shows the un-satisfaction because of the increasing unplanned urbanization. As his experience, people were constructing the modern types of building; hotels are using the pop songs in cultural program, promoting the modern style in daily livelihood which was destroying the typical traditional rural culture and life style. Mr. Adhikari added that all community of Sauraha should be careful about the preservation of natural beauty and typical local culture so that tourist will feel the different in Sauraha.

Mr. Adhikari said that they were very serious about the quality service; they were providing the best service to tourist. River view Jungle Camp was providing traditional food and family environment. Mr. Adhikari said that River View Jungle Camp had used wood and natural materials in construction of building to show the traditional lifestyle.

According to Mr. Adhikari, the hotel was gradually improving the quality of service by providing the training and orientation to the staffs. They used to collect the feedback of customers regarding their quality services so that they can improve the services on the basis of suggestion and feedback of customers. Mr. Adhikari reported that they had monthly meeting of staffs to review the status of hotel services. They had provided the capacity enhancement training to staffs like: language training, cook training, tourist guide training, interpersonal communication training ... etc. He added that hotel had provision to provide the bonus also to motivate the staffs so that they can work hard to ensure the quality services. There was no any strict formal process to communicate between the staff and manager; any staff can directly talk with manager and owner regarding their personal or professional problem so that management could immediately solve the problem.

According to Mr. Adhikari, implementation of TQM is not limited within the service of hotel but need to improve the social environment of Sauraha. Every concerned stakeholder should promote the rural culture, local life style, traditional and natural beauty to sustain the naturalness of Sauraha. Government should develop the road, electricity, communication, safe drinking water and safety of tourist in tourist destination.

Conclusion

The top management committee has shown their commitment to implement the TQM in their industry focusing the need of customer and customer satisfaction. They were able to hire the expert to study the status of TQM but there were still challenges of knowledge and initiation to adopt the TQM. More than 50% respondents accepted that lack of understanding about the TQM and lack of preparation to adopt the TQM was the major barrier of implementation of TQM in

tourist industry. Regarding the resource management and mobilization, majority (63%) accepted that unavailability of training to the staffs also made disturbance to implement the TQM. The respondents shared that there was lack of effective measurement criteria of TQM and also lack of evaluation procedures to measure the effective implementation of TQM. The study strongly recommends identifying the effective way to implement the TQM in tourist industry.

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