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Faculty of tourism and business logistics -
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CHALLENGES OF TOURISM AND BUSINESS LOGISTICS IN THE 21ST CENTURY



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PREFACE

The Faculty of Tourism and Business Logistics in Gevgelija, at the Goce Delcev University - Stip, hosted the First International Scientific Conference, "Challenges of Tourism and Business Logistics in the 21st Century".

The conference was held on 24 and 25 October 2017 in Gevgelija with an optional visit to Dojran - Dojran Lake.

32 works of 60 authors from Serbia, Latvia, Turkey, Poland, Bulgaria, Kosovo and Macedonia were presented at the Conference.

The purpose of the Conference is exchange of ideas and experiences of the participants coming from Macedonia and abroad, and establishment of cooperation for further development of tourism and business logistics in Macedonia and beyond.

The results of the Conference are visible through publication in a collection of papers, which is presented to a wider scientific audience and the public.

In this way, we want to promote the Faculty of Tourism and Business Logistics, to promote Gevgelija and Dojran as the most visited settlements in the south-eastern part of Macedonia.

Gevgelija - Stip,
December 2017

Editor
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TOTAL QUALITY MANAGEMENT IN HOTEL INDUSTRY

Elizabeta Mitreva¹; Dushica Saneva²; Natasha Miteva³

Abstract

Total quality management (TQM) is a systematic management approach aiming at continuous increase of the value offered to consumers through improvement of service quality. In hotel industry, success is achieved through service quality, which stands as a key factor for sustainability in the twenty-first century. Nowadays, quality is the basic factor for survival on the market, better competition, and greater profitability. TQM is a process that starts and ends with the consumer. The aim of this paper is providing control of service quality and its continuous improvement in hotel industry. Total quality management in service sector, tourism and hotel industry is of great importance with economic and social character.

Key words: quality, control, TQM, hotel industry

Introduction

The incorporated quality in all spheres of operation is a key parameter for each service company, and it is essential for the success of the company's operations and development. In the world, each service company is oriented towards improving its service activities, positive customer satisfaction and improving the competitive advantage. Quality cannot be expressed in one definition because it is a multidisciplinary category. A greater number of researchers have defined the term "quality" in different ways. There are many factors that are used to define quality; from the perspective of the expectations of end users or from the aspect of products or services specification.

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Deming defines good quality as a predictable degree of uniformity and reliability with a quality standard that is suitable for the client. According to him, quality and its improvement is based on a system of deep knowledge (Deming, 1986).

According to Juran, "quality" means all those features that satisfy the client's needs and ensure his satisfaction. Also, according to Juran, "quality" means release from lacks, i.e. freedom from mistakes that require re-processing or otherwise those errors result in failure, customer dissatisfaction, complaints, etc. (Juran, 1979). Feigenbaum proposed a three-step process for quality improvement: quality leadership, quality technology and organizational commitment. Total quality management is an effective system for integrating, supporting and improving the quality of different groups within the company, enabling the production and services to function at the most economical level to achieve total customer satisfaction (Feigenbaum, 1983). Ishikawa came up with an idea of a full quality control system in the company in which all employees participate, from top management to workers. Quality, not profit, should be a strategic goal of the company. With this system, he introduced an innovative change in the philosophy of business management and work styles (Ishikawa, 1985). According to Crosby, what costs money is not quality, quality is free and profits. Errors occur as a result of insufficient knowledge, insufficient experience and insufficient attention. According to him, things need to be done correctly the first time (Crosby, 1979). According to Taguchi, the product has the ideal quality when delivering targeted performance whenever a user uses the product under all of the specified working conditions, and during its shelf life. This ideal quality serves as a reference point, although it may not be possible to produce an ideal quality product (Taguchi, 1986).

The role of quality in the hotel industry

The hotel industry implies a wide range of services, a high level of comfort and numerous non-catering components, or in other words, it delivers guaranteed quality to the users of its services. The hotel offer reflects numerous important catering features related to the provision of services such as accommodation, food, drinks, and other accompanying services, and it can rightly be said that this activity has the status of representative catering activity, specific in the space, technical and technological and organizational and personnel capabilities, which fully provides a complete catering service (Kosar, 2005).

As the hospitality represents an activity of catering, the hotels also represent representative accommodation catering facilities, which by their functioning give the most important characteristics of the working process of other types of catering accommodation. The most important features of hotel industry that affect quality of hotel services are the following (Barjaktarovic, 2013):

The heterogeneity of the hotel structure is a feature that directly or indirectly participates in the creation of hotel services and significantly contributes to its quality, through the participation of a large number of entities (suppliers, intermediaries, local authorities, non-business entities); Intolerance of an important part of hotel services is represented by a number of services that are invisible, untouchable or insensitive before their use. These items can be confirmed only when the hotel service is used. The quality of the services is determined by the simultaneous development of the process of production and consumption of hotel services. Unlike the manufacturing sector where the production and consumption process is spatially and temporally separated and in the hotel industry these processes take place at the same time.

The specificity of the work process is an important feature of the quality of hotel services and is determined by the heterogeneity of the hotel structure and its emphasized features. The characteristic specificity in the manner of communication and sale of hotel services significantly contributes to the improvement of the sale of hotel services, since it is done before their use, to customers who are outside the area of the hotel location. The quality of hotel services has a high impact on the interpersonal relationships of employees and service users. The hotel services are based on the relationships between staff and users, between the staff itself and the between the customers themselves. Variability of services is of great importance for the value of quality, since many of them are responsible for the final outcome and their overall quality. Another feature is the lack of ownership over hotel services in the hotel industry, suggesting that hotel services cannot be owned, because the users are selling the service and not the ownership of it. This means that the user only pays for use or for renting it, while not the owner of the same. The emphasized seasonal nature of the activity and the sensitivity of all kinds of changes is a feature that also determines the quality of services. The seasonal nature of the work in hotel industry is conditioned by the nature of tourist trends and user needs. This activity is also sensitive to time, economic, political, elemental and other types of change.

Methodology for developing TQM in hotels

Quality management unites all forms of business techniques, all professional knowledge and tangible assets, all of which are directed towards continuous improvement of all processes using all available human and material resources. The management of the hotel, as the most important factor for the introduction of TQM, requires the most responsible, studious and systematic approach to its implementation. In order to establish a TQM system and achieve positive results, it is necessary to avoid inadequate methods, techniques and improvisations. Top management should create conditions and a climate in which all stakeholders will equally participate in the creation, implementation and reflection of the system itself. It is necessary to clearly define the tasks of employees, to define who are the users of services (potential, occasional, permanent, and future), what the requirements of service users are and what the position of the hotel on tourism market is. Total quality management requires the definition of responsibilities of all entities involved in the creation and provision of hotel services, since the implementation of this concept requires team culture, teamwork and a flexible organizational structure. The introduction of TQM in hotel industry can be carried out by implementing the following phases (Holjevac, 2002; Funda, 2008):

1. Stage of preparation for the introduction of a system for total quality management, i.e. developing awareness of quality.
2. Organization of quality.
3. Implementation of quality, and
4. Surveillance and provision of full quality management.

In the hotel industry, the implementation of TQM is not a simple process, even though in long run, it guarantees high quality of services, and thus reduces costs. Implementation of the TQM in hotel industry is very difficult and requires a lot of work, the shortcomings that often occur are: possible mistakes in the preparation phase, errors in the phase of transition of the pilot project in implementation, weaning of the existing acquired management habits and other.

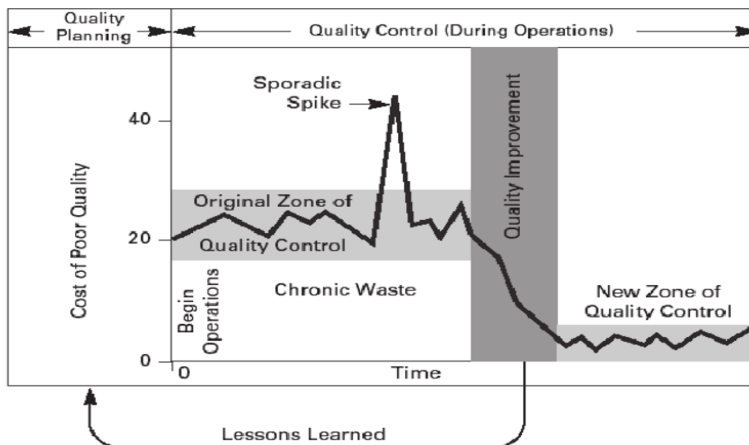
Based on previous studies, there are several models for quality management, its control and its improvement, and in this research, we have selected the models of W. E. Deming, Joseph M. Juran, Philip B. Crosby and Kaoru Ishikawa:

Juran's model is based on three processes that are known as the "Juran Trilogy":

- 1) Quality planning (identifying the quality characteristics to be achieved in delivery is flawed);
- 2) Quality control (reduction or elimination of shortcomings of current products, services or processes); and
- 3) Improving quality (maintaining good results and improving quality).

Figure 1 shows the interconnection of the three processes. On the horizontal axis is the time, and on the vertical axis the price of poor quality. The initial activity is quality planning, then determining who the customers are and what their needs are, developing the design of the services to meet their needs and satisfying the needs of the users by improving the quality of the services. Juran conceptualized the Pareto principle 80-20, which helps in identifying vital little and trivial lots. It is estimated that 80% of the problems are created by 20% of the reasons (Juran & Godfrey, 1998).

Figure 1. *The Juran trilogy diagram*

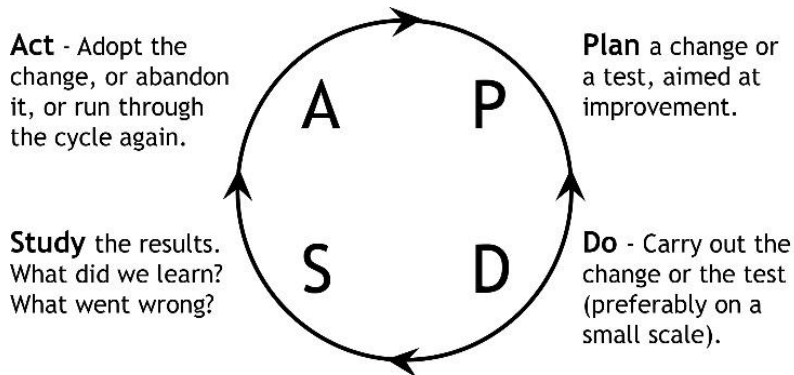


Source: Juran, M. J., Godfrey, B.A., (1998). *Juran's Quality Handbook*. McGraw - Hill, 32

Deming's Integrated Quality Management Module: "Quality is achieved if a circular flow plan- do - study - act, PDSA" is completed. Figure 2 shows how the circle can be used to quickly test a new idea to improve the product or process (Deming, 1994). In a wider sense, the circle can be considered as a way of connecting products to the demands of service users: the step Plan collects data about the needs and requirements of the service users in order to determine their needs, the step Do is making a product for which

is believed to meet the requirements of the service users and is applied in a small size, the Study step is applied to see whether the users of the service liked it and in the Act step, appropriate modifications are made if necessary in order to get a product of higher quality. The Deming model has a circular flow, since these four steps need to be repeated over and over again for continuous improvement of the product, process or service.

Figure 2. *The PDSA Cycle*



Source: Deming, W. E., (1994). *The New Economics for Industry, Government, Education*. MIT Press.,132

Crosby model includes four main steps for quality management:

- 1) The definition of quality is in accordance with the requirements (requirements of users and the product)
- 2) The quality system is prevention
- 3) The performance of the standard is zero defects in relation to the requirements
- 4) Measuring quality is the price of non-compliance

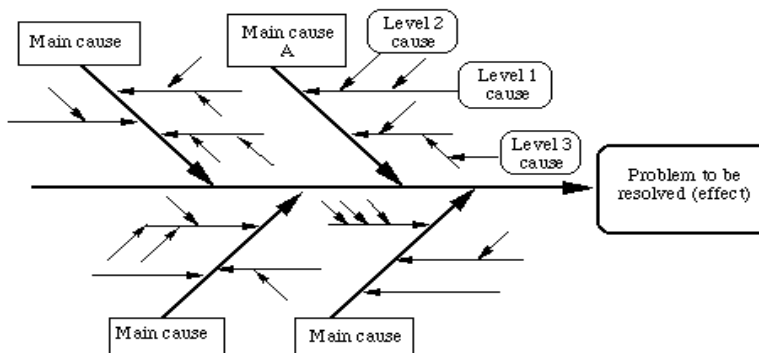
In the first step, the work of management is to establish requirements, provide the necessary resources, and stimulate employees, quality requirements need to be properly understood and accepted and properly performed. In order to avoid mistakes, knowledge of the work is necessary and in the event of errors, it is essential to remove the cause in the second step. The third check is "zero defects", which means that this must be respected in the whole company, from management to employee. The quality costs are covered in the fourth step and they can be determined as the difference between the price of the non-compliance and the price of compliance. Managers need to determine where they are and what caused

the quality costs. Under this model, an organization that establishes good quality management principles will see higher savings than the cost of the quality system. It is cheaper to do the first time than to pay for processing and repair (Crosby, 1984).

The *Ishikawa model* to achieve high quality requires the following steps (Чепујноска, 2009):

- 1) The organization's first goal is quality, not profit.
- 2) Fully fulfill the requirements of the user and its requirements.
- 3) Application of statistical methods for decision-making on quality improvement.
- 4) Inclusion of all employees in the quality management process.
- 5) Constant investment in the education of the employees and organizing trainings.

Figure 3. *Cause and Effect, Fishbone, Ishikawa Diagram*



Source: Ishikawa Diagram,

<https://pdca.wordpress.com/2006/05/09/ishikawa-fishbonecause-and-effect-diagram/>, (01.10.2017)

Ishikawa is known for the "Causes and Effect" diagram shown in Figure 3. The purpose of this diagram is to link the causes and effects. The manager can find and repair the causes of the defects using this diagram. It is constructed in such a way that the main axis is withdrawn and on the right is defined the problem or goal that is to be solved. Side auxiliary axes are added side by side indicating factors, the main causes of the problem occurring, while on the lateral axes auxiliary axes are added to which are indicated for the reasons of the main causes.

Conclusion

Quality control in the hotel industry is essential for its expansion on the market, increased productivity and rationalization of costs. The introduction of the TQM system in hotels requires a full commitment of the management, a full understanding of the needs and requirements of tourists, respecting the established standards and providing services that will meet their needs and will exceed their expectations. With the introduction of TQM, the hotel industry and hotels are constantly improving their performance, without neglecting the expectations and demands of the users of the services. The implementation of this system in the tourism industry implies the use of various principles and activities that should enable the hotel management to make a decision on its introduction. The TQM system is very important because it guarantees long-term high quality of services and cost savings. Continuous improvement of the processes and provision of products and services that constantly increase their value and have lower costs due to the reduced deficiencies is necessary. This can only be achieved through teamwork at all levels and in all processes. The development of the hotel industry depends on the future continuous implementation of the TQM, where it will be applied within the entire organization, whose goal is continuous improvement of quality in all organizational processes, products and services.

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