

EFFECT OF TQM IN HOSPITALITY INDUSTRY: A COMPARATIVE STUDY OF HOTELS OF KOLKATA

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ABSTRACT

Total Quality Management (TQM) is a customer-focused management philosophy that aims at the continuous improvement of the processes and management of an organization through statistical control, procedure design, policy deployment and human resource management techniques. TQM has fundamentally altered and re-shaped the work practices and management philosophy of many organizations. The hospitality industry is a labor intensive industry. Being a service based organization, managing quality in hotels is more challenging to hotel managers and staff. Quality is considered to be of very great importance in hospitality industry, the aim being quality service to ensure a satisfied customer. This study found that the hospitality industry has made an effort to incorporate TQM and has tried to implement the practices in their operations. However the efforts are not matched with appropriate strategies and basic requirements thereby resulting in incomplete and insignificant output. The reason for the above may be due to lack of quality manpower, low remuneration levels as well as poor work life balance and benefits for employees. This has been the reason for high level of attrition and its inability to retain the best of talents in the organization.

KEYWORDS: Total Quality Management, hospitality industry, requirements, strategies.

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