

Full Length Research Paper

Assessing the Implementation of Total Quality Management Strategies in Iranian Sports Hotels: A Critical Analysis

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The management of total quality is a management philosophy that is aimed to apply all organizational resources such as employees as the most effective factor to reach the organizational objectives. Therefore, TQM involves all activities of an organization from sale and marketing to designing, production and after sale services. This study is aimed to gain a better understanding of vital factors of success (CSF) of TQM in the sector of Iranian industry of sport lodging. With regard to supreme objectives of TQM, the conditions of vital factors to success of Iranians athlete's house is studied in this paper to settle the discipline of TQM. The studied society in this study is formed of all sport lodgers throughout Iran. Through a questionnaire the related factors were asked of 138 employees of athlete lodging and their views were indicated. The questionnaire is based on the standards of the international quality prize, Malcom and Baldrig (1991). It involves 47 questions based on 7 vital factors of success (leadership, strategy and policy, focus on customer, information's analysis, focus on human resources, management process and business results), and the subsystems available in organization are considered including educational systems, employee corporation, efficiency assessing, reward and punish, quality, customer relation, inspecting and The dynamic coefficient of questionnaire was calculated by the method of "kronbach alpha" which $\alpha=0.89$ was obtained. After evaluating hostels, their strengths and weaknesses were analyzed. To analyze data, the descriptive statistical techniques were performed by using SPSS20 software. Calmogeraf esmeirnof test was used to analyze the natural condition of data and freedman test was used to classify the factors and T_1 test was used to compare vital factors of success in TQM in the terms of graduations and participation history. The obtained data in the term of success vital factors in TQM at athlete hostels indicated that among seven studied main factors, the factor of focus on customer has the most pleasant conditions and leadership factor has the worst conditions, and factors of strategy and policy, leadership, focus on customer, information's analysis, focus on human resources, management process and business results had meaningful difference at the level of $p0.05$. The mentioned studied shows the poor conditions of TQM strategy in the sector of Iran industry of sport lodging that requires more efforts in this field.

Keywords: total quality management, the vital factors of success, lodging industry.

INTRODUCTION

The management methods determine the way to

practically achieve the objectives and adapting theories. Each method is designed to achieve objectives and fulfill special values and its best efficiency is toward these same objectives. Organizational management has

Table1. The evaluated factors of TQM in this research and narrating structure and reliability of TQM activities.

Standards	Visible variables	Kronbach Alpha
Leadership	Senior management Senior management participation Participated value Willing to supreme objective Inspiring, trainer guide and supporting Citizens participation Public responsibility	0.87
Strategy and policy	Settling quality function Objective and strategy direction Performance detecting Executing planned development Quality and strategic programs of business Quality test by customer	0.86
Focus on customer	Customer relations Customer satisfaction Market researches	0.76
Information analysis	Managing supplier resources Evaluating supplier performance Improving participation process Determining comparison standard Measuring organizational performance	0.88
Focus on human resources	Developing human resources Corporation media Being good employee and satisfaction Process designing Process performing	0.87
Management process	Process management Process improving and studying Supplier and corporation process Crop process and services Steak holders satisfaction Special effect	0.85
Business results	Results of focus on customer Financial results and market Human resources results Effective results of organization	0.89

experienced deep revolutions for a few last decades, which it's necessary for managers to be familiar with them in order to understand that what the secret of advanced countries success is (Yujy,1998). The new kind of management called TQM was accepted as an effective method in improving the competition ability of an Organization, between 1987 and 1990 (Assad et al., 2002). TQM isn't a magic treatment or the thing that is immediately applicable, but it's wider than these. TQM is a new method that its target is old methods and structures, and tries to reconstruct them and can meet its objectives that achieving those takes many years (Koch, 2001) the quality is never by accident. But it's the result of informative efforts. The quality is the desire to produce

a better product or service TQM is a process that is aimed to create standards in order to continuously raise the quality and optimized use of limited facilities. This movement was started of industry sector and then involved other parts of society. The most important objective of this process is to gain customers satisfaction, and improve services and products. This concept is a wide factor in management, a method of life and an important strategy to well achievement. Therefore, the philosophy of TQM focuses on the confirmed, stable and major-oriented approach in relation to organization (Javadi, 2006). The phenomena shush as production in global level to economize in operation cost, effective accountability, offering pleasant services to customer and

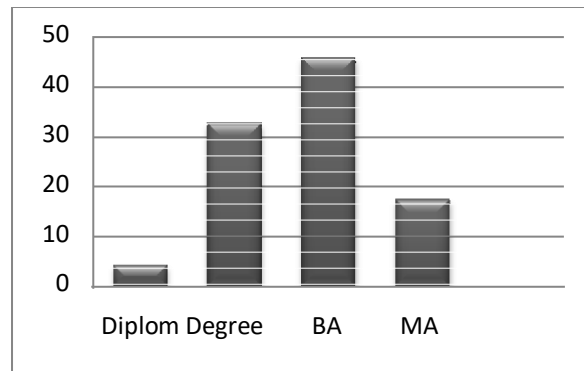


Diagram 1. Graduations of senior managers in percent

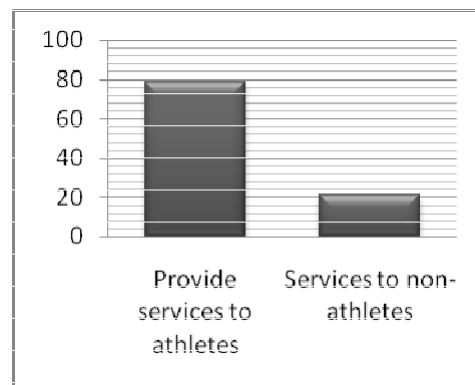


Diagram 2. offering services of sport guest houses

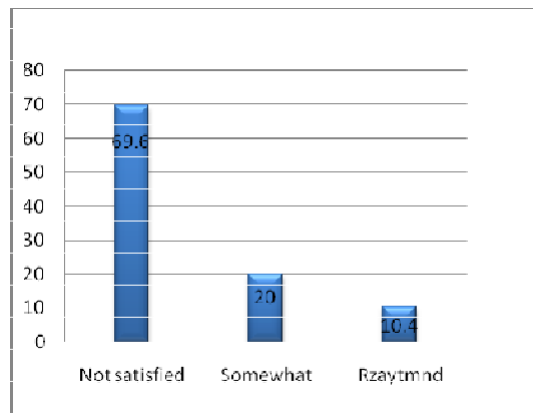


Diagram 3. The satisfaction level of employees of services quality

resource management focus on information. The producers in global class use information's as a strategic tool to survive in the best level. The production strategy at global level is to offer competitive crops with high quality, suitable price and offer good services to customers. Developing the concepts of TQM causes the variations in Organizational evaluation processes, from

quality control to security of quality which all of them are based on the principals of TQM. Developing the concepts of TQM reflects the varied and different applications that start from production parts of factories and develop into wide parts of other Organizational activities (Jafari, 2003).The main indices of TQM philosophy in mentioned definitions include:

Table 2. Studying mean of seven fold dimensions with supposed mean by using one sample t test

Seven folded dimensions	t	Freedom degree	Meaning fullness level(two amplitude)	Mean difference	Meaningfulness 0.95 difference		level
					Lower	Upper	
Leadership	-16.941	137	0.001*	-0.901	-1.006	-0.796	
Strategy and policy	-3.372	137	0.001*	-0.178	-0.282	-0.073	
Focus on customer	-5.988	137	0.001*	-2.431	-0.399	-0.2	
Information's analysis	-16.848	137	0.001*	-0.715	-0.8	-0.631	
Human resources focus	-13.564	137	0.001*	-0.522	-0.599	-0.446	
Management process	-9.187	137	0.001*	-0.31	-0.377	-0.243	
Business results	-6.817	137	0.001*	-0.234	-0.301	-0.166	

Table 3. The results of freedman test, the mean score of viral factors of success in TQM

Grade	Viral factors of success in TQM	Mean grade	Meaningfulness of test	
1	Focus on customer	6.10	Total number	138
2	Information's analysis	5.84	χ^2	184.244
3	Management process	5.50	Meaningfulness value	0.001
4	Human resources focus	3.36		
5	Business results	2.86	Freedom degree	6
6	Strategy and policy	2.46		
7	Leadership	1.89		

Continuous searching of quality improving methods, all employees involvement, management leadership, corporation culture, customer-oriented. The main idea of TQM is creating the field of continuous improvement and productivity (Galagan, 1992). The concept of improving in TQM is that each person in Organization should search the ways to improve quality and the set of products (Bowles, 1985). The category of TQM is paid much attention in hostelling and lodging industry for two last decades. TQM is one of the most famous and durable developed and modern concepts and philosophies of management at the end of last century that has severely affected on the history of new businesses. A review on different studies around executing TQM in Organization shows that the Organizations applying the principles of TQM in their activities have exploited its advantages in different fields (Mehraban, 2004), among which we can imply to tourism and hostelling industry. Today, the lodging industry is one of the most dynamic sectors of sport tourism industry. Everywhere the athlete goes, he needs a place to sleep rest and prepare food. The sport guesthouse is considered one of all kinds of lodgings, and reflects the different needs of these industry passengers. All important by lodger is the quality of interaction among its employees and senior managers which forms the basis of TQM. Although the quality of physical products is related to good itself whit service it

depends on the way of interaction or actual relation between seller and costumer during offering service.

With regard to many studies that are performed about adopting the principles of TQM and different Organization activities, there is a serious gap in the field of descriptive studies about adopting TQM with lodging industry, particularly the industry of sport lodging and with regard to the importance of sport lodging industry in the country and existence of a research gap in this field, in this research we have tried to fill this gap by using collected data from sport lodgers throughout Iran. This paper studies the conformity of TQM activities, based on the standards of quality international prize, Malcom and Baldrig (MBNQA) in sport lodgers and tests the effectiveness rate of TQM in offering high quality services to exploit the obtained results and improve the quality of services of sport lodgers. There for with regard to the importance of subject, this study wants to study following questions:

What are the conditions of TQM in sport guest houses, based on seven dimensions of Malcom and Baldrig model (MBNQA)?

Is there any difference among the dimensions of TQM in difference guesthouses?

Is there any difference among the dimensions of TQM in difference guest houses, based on the management graduations?

Table 4. Comparing seven dimensions of TQM, based on corporation history by using independent T test

History	Participation	Number	Mean	Mean difference	t	Meaningfulness level
Leadership	More them 10 year	26	2.33	0.49	5.061	0.001*
	Less them 10 year	20	1.84			
Strategy and policy	More them 10 year	26	2.97	0.30	2.988	0.003*
	Less them 10 year	20	2.66			
Focus on customer	More them 10 year	26	3.05	0.23	3.247	0.002*
	Less them 10 year	20	2.81			
Information's analysis	More them 10 year	26	3.09	0.49	5.061	0.001*
	Less them 10 year	20	2.60			
Human resources focus	More them 10 year	26	2.42	0.29	3.609	0.001*
	Less them 10 year	20	2.13			
Management process	More them 10 year	26	2.54	0.13	1.766	0.08
	Less them 10 year	20	2.41			
Business results	More them 10 year	26	3.09	0.49	5.061	0.001*
	Less them 10 year	20	2.60			

Table 5. Comparing seven dimensions of TQM, based on management graduations by using T test

History	Graduation	Number	Mean	t	Meaningfulness level
Leadership	Diploma and Degree	17	2.13	0.742	0.459
	B.A and M.A	29	2.05		
Strategy and policy	Diploma and Degree	17	2.87	0.995	0.321
	B.A and M.A	29	2.76		
Focus on customer	Diploma and Degree	17	2.57	2.27	0.024*
	B.A and M.A	29	2.80		
Information's analysis	Diploma and Degree	17	2.27	-0.316	0.753
	B.A and M.A	29	2.29		
Human resources focus	Diploma and Degree	17	2.44	-0.96	0.336
	B.A and M.A	29	2.51		
Management process	Diploma and Degree	17	2.93	2.028	0.978
	B.A and M.A	29	2.93		
Business results	Diploma and Degree	17	2.60	2.15	0.033*
	B.A and M.A	29	2.85		

MATERIALS AND METHODS

With regard to the nature of this research, the present study is of applied type and with regard to the method of research; it's of descriptive-analytic type. The statistical society of this research is formed of all Iranians sport guest houses (athlete's dormitory) which their number is 50. According to Morgan's model, 45 guest houses should be selected as statistical sample. In this study 46 sport guest houses were selected as sample. Through a questionnaire, 138 employees of sport guest houses were asked to say their attitude about studied factors. Generally, the obtained data in this study were collected through questionnaire, studying papers and related books and also the scientific resources available on internet. To collect data, mahdi shahbazpours questionnaire in lodging and hostelling industry, 2007, was used (Shahbazipour, 2007). To analyze data, the descriptive statistical techniques and spss20 software's were used,

and descriptive statistics was used to summarize and classifying raw scores, explaining sample sizes, adjusting abundance distribution table, percents and calculating distribution indices like mean, standard deviation and diagrams. At the part of inferred statistics, smearnof kalmograph test was used and with regard to research's objectives and studying mean difference among 7 vital factors of TQM, one sample T_1 test was used and in order to compare mean scores of studied factors and rating factors, freedman test was used. Independent T test was used to compare the vital factors of success in TQM according to graduations, the history of participation and method of offering services. The dynamic coefficient of questionnaire was also calculated by the method of kronbach alpha with $\alpha=0.89$. The questionnaire included three parts: the first part involved 15 questions of comprehensive information about lodger and second part involved the main questions of study. This part possessed 42 questions related to vital factors of TQM

that are six standards of TQM principles based on six standards of malkom and baldrichs international prize of quality (MBNQA). These standards include leadership, strategy and policy, focus on customer, information analysis, and focus on human resources and management process. a big number of quality evaluators accepted MBNQA standards based on which they are usual introduced as the fundamental principles of TQM (Jafari, 2003). Also, the standards and disciplines of MBNQA can be used to evaluate sport lodgers that are studied in this study. This measurement instrument was first presented by sumson and tarzowski, 1999 in which likert,s five score scale was used to evaluate. Each of TQM principles was measured by four to six research elements that their dynamic conditions is verified. Third part of questionnaire included 5 questions in term of TQM effect on the results of business and was tuned based on 5 value likert scale. The related lodgers (guest house) marked their use level as very much, much, medium, low, and Very low and no information against it if they used mentioned strategies. In this questionnaire, a set of 7 key factors of success were considered. (Table 1)

RESULTS

The studies on graduation level of Lodgers managers showed that among 46 senior managers, 2 managers were Diploma, 15 managers were Degree, 21 managers were B.A and 8 managers were M.A, that the findings are presented (in percent) in diagram1.

Also the findings showed that among 46 sport lodgers (guest houses), 36 lodgers only served the athletes and sport society and 10 lodgers offered services to common people of society during the seasons that athletes, demand decreases, while focusing on offering services to athletes and sport teams (Diagram 2).

The date about the satisfaction level of employees of the quality of services offered to athletes showed that 69/6percents of employees weren't satisfied of services quality offered to athletes and 20 percents were to some extent satisfied and only 10/4 percents of respondents were satisfied of the services offered by them (Diagram 3).

Question 1: How is the condition of TQM in sport hostels, based on five dimensions of malkum and Aaldrich,s model (MBNQA)? To answer the first question, one sample T_1 test was used that is explained in table2. It's cleared from following table that among five dimensions of TQM, all of them have meaningful difference with theory mean. The results of one sample T test showed that there is a meaningful difference ($P<0/05$) among factors of leadership, focus on human resources, management process and the results of business.

The obtained information's about the key factors of success in TQM at sport lodgers showed that among seven studies key factors, the factor of focus on customer had the most pleasant conditions (6/10) and leadership factor (1/89) had the worst conditions (Table 3).

Question two: there any difference among the dimensions of TQM at different hostels?

This table indicates six dimensions including focus on customer, information analysis, strategy and policy, focus on human resources, business results and leadership have meaningful difference in the companies with different work histories. studying means shows that the hostels with a work history more than 10 years have higher mean that those with a work history less than 10 years, therefore TQM is in a higher level.

Question 3: Is there any difference among TQM dimensions in different hostels, based on managers, graduations?

This table shows that 2 dimensions of focus on customer and business results have meaningful difference I hostels, based on graduations. It means that the condition of substructures of focus on customer and business results are more pleasant in the hostels that their managers have high scientific grades.

The mentioned studies show the weak favorability of TQM strategy at Iranian sport lodging industry that requires more efforts in this field.

DISCUSSIONS AND CONCLUSIONS

In Contemporary world, the organizations are encountered are encountered with serious challenges, and ability to rapidly change is very vital for an organization to raise (Green, 2002). There are different ideas and point of views to settle TQM in organizations which are similar in principles and methods. The most important point to discriminate the modern ideas of TQM is attention to human. By raising knowledge, skill and satisfaction of employees, the organizations can be placed into path of progress. By studying the conditions of organizations that have received the international quality prizes such as ISO, Baldrich et al., and zayeri found that development of leadership views in organizations is the start point to achieve success and favorable and high quality performance in organization (Davies, 2004).

In stodgily study in 1948, it was cleared that the role of leadership in organization is among the basic factors in successful performance of people in organization (Karia, 2000). In fact the leadership follows the inner satisfaction in employees. With regard to background of performed researches of TQM, it was cleared that leadership factor is considered as fundamental principles of this strategy and as findings showed, leadership factor in industry of

sport lodging in Iran has high weaknesses and this doubles the necessity of strengthening leadership factor in sport guest houses. Focus on customer has special place in program of TQM. The most important strengths of TQM in guesthouses is defining the roles based upon management process and regard to common responsibility and The most important weaknesses is lack of enough rely on suitable leadership philosophy. In TQM which was studied at the level of sport guest houses throughout Iran, The most important weaknesses can be lack of leadership settling attention and lack of program to make the senior manager involved resources show that there is a relation between TQM and employees commitment (Karia, 2006; Ntungo, 2007). TQM help organization to achieve strategic objectives and meet customers and employees needs, and make the organization powerful in cope with process challenges (Lau, 2004; Lindberg, 2005). The organization applying TQM have better performance in leadership strategic planning, information's analysis, process management and work outcomes (Mosadegh, 2005). In analysis related to TQM success and its principles in health discipline of Isfahan county, the process management and focus on employees had the most effect and focus on material resources and producers had less effect, and human resources, structural problems are considered as The most important limitations and barriers to successfully execute TQM, that they were in agreement with this study. Sport lodging is considered as a process every country's sport, and athlete's satisfaction is its result. This process has two main members in society and every country's industry (athlete and match) but it has also other members that affect on it, such as teams responsible and match's hosts, etc and meanwhile play an important role. Having a secure and comfortable place to rest and eat food and meditation are among the most important factors of athletes satisfaction, and one of duties of sport guest houses is to meet this need. TQM entrance into these places shows that TQM is basic principle of sport industry. Popularity is TQM means that TQM is a collective strategy that should be executed by all of organization employees. To raise its quality, the managers training to create the feeling of responsibility in employees and senior manager's participation should priorities that are subsystem of leadership factor. Although focus on customer has the first place of TQM in this research, it has medium to low position in term of global standards, it shows that more activity is required. The findings showed that senior manager's graduation has meaning full difference in sector of business and focus on customer. It means that the more is the managers graduations, the more pleasant is focus on customer and consequently the results lead to business improve. Some available subsystems in guesthouses such as reward, punish and salary have good activity where as some other such as performance essay

system, employment, quality and haven't good position. In next stage, the philosophy of TQM and its theoretic frame in sport guest houses were studied through MBNQA principles that are TQM principles, and finally it was found that leadership factor has the worst position. At last this point is implied that according to study's results, the most of sport guest houses employees are unsatisfied of quality of offered services that should be considered and needs the manager's attention

RESEARCH RECOMMENDATIONS

A research project can't answer all available questions created in the study even in the best conditions also new questions are finally posed that become a new subject to new studies

1- Studying the barriers and offering suitable strategies to maintain the discipline of TQM in Iran's sport guesthouses by using the results of this research and offering TQM model suitable for these guesthouses.

2- Performing a research similar to this one to identify main standards of TQM in production industry of Iran, s sport.

3- since it isn't possible to group and study organizations, based on the number of personnel, activities kind and time of TQM performing with regard to a few numbers of TQM executing organizations and effect variables on using in Iran, future.

4- Designing structural models toward offering hypothesis and test of relations between different standards of TQM and helps by them toward improving competitive advantage and performance of organization.

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