



The Role of Total Quality Management in Reducing Tourism Sector Risks

Ass.Prof. Hany Ahmed Aly Ibrahim Khattab

hanikhattab@hotmail.com

Tourism Studies Department, Faculty of Tourism and Hotels,

October 6 University, Egypt.

ARTICLE INFO	Abstract
<p>Keywords:</p> <p>Total Quality; Tourism Firms; Management risks.</p> <p>(IJTHS), O6U</p> <p>Vol. 1, No. 1, June,2021, pp. 1-12.</p>	<p>Any organization aims at the Customer' satisfaction by meeting their needs through providing services (products) and fulfilling their desires. Quality is the basis in the Customer's selection a certain service. It is important to take into consideration how the Customer judges the high from the low quality. so, the customer is the main element in any organization. Total Quality Management (TQM) is important for tourism organizations to improve the quality in Tourism sector; in addition to help them improve their management and increase employees' productivity. The purposes of this research are to Determine the level of total quality management in Egyptian tourism firms, to define the elements of total quality, measuring the extent of its application in Egyptian tourism firms and to examine the relationships between the dimensions of total quality management and performance during crises.</p> <p>The study used the descriptive method to collect data to test research purposes. The collection of data was mainly based on questionnaire.</p> <p>The results showed that continuous improvement and work teams during crisis are not present in the tourism firm as there is a lack of interaction with the changing and renewed needs of the Customer. Management is not convinced of continuing improvements in the services provided to Customer.</p>

Literature Review

1. Introduction

Tourism has become one of the standards of civilization and the pillars of economy as well as a human urgent need due to its positive features to the good of man. The problem of polluted four mediums (earth, water, air and auditory medium) and the psycho-muscular exhaustion of man in many countries directed the leaders and writers to establish the basics of tourism, define its concepts and provide high quality services. Total Quality Management in tourism sector has many definitions. The European Organization defined it as ‘the managerial operation that includes the satisfaction, product compatibility and tourist service with the requirements and expectations of the Customer to an accepted rate. This compatibility considers some values and efficiencies like safety, preserving health, accessibility, authenticity and coping with the natural and human environment’ (Mukhopadhyay, 2020, P23).

Sustainable performance of firms has become increasingly crucial as competition has increased in recent number of years. It has been under consideration of various researchers in diverse context and stakeholders and advocated as key component of social contract between business and society (Micheli, et al, 2020).

1.1 Statement of The Problem

Total Quality Management (TQM) is important for tourism organizations to improve the quality in Tourism sector; in addition to help them improve their management, achieve more effective organization, increase employee satisfaction, enhance organizational commitment, encourage teamwork between employees and management, and increase tourists’ satisfaction (Alshourah, 2021). The subject of quality is the core of strategic plans of any service organization as one of the most important competence priorities to reach the largest number of customers. So, preparation and arranging for quality is not an easy matter as it requires resources, experiences, and competences in all fields. Likewise, the research problem lies in how to deal with the services to apply Total Quality Elements in the Egyptian Tourism Firms by improving the service process and achieving the customer satisfaction (Yu, et al,2020).

1.2 Research Objectives:

The purposes of this research are:

- To Determine the level of total quality management in Egyptian tourism firms.
- To define the elements of total quality, measuring the extent of its application in Egyptian tourism firms.
- To examine the relationships between the dimensions of total quality management and performance during crises.
- To Present recommendations for Egyptian tourism firms.

1.3 Methodology

This study used the descriptive method to collect data to test research purposes. The collection of data was mainly based on questionnaire. Three hundred and fifty questionnaire forms were

distributed to a random sample of the tourism firms consisting of the staff in these tourism firms. The number of returned and valid for statistical analysis was (320). The questionnaire consisted of (20) questions that focused on the elements of Total Quality Management. The spatial limits are the tourism firms in Cairo and Giza of the category (A) that provide all tourism services to the tourist. the total population were 1200 employees and managers and the 29 % of sample were chosen. Cairo and Giza were chosen because most of the tourism firms locate in them. The human limits are represented by the staff of these firms. Concerning the time limits, the questionnaire forms were distributed within March and April 2021.

2. Review of Literature

2.1 Importance of TQM in Tourism Organization

Realizing the importance of quality as a strategic means to achieve competence led to adopting the philosophy of TQM that depends on a collection of certain ideas. Green purchasing activity focuses on environmental performance of suppliers and monitors required actions to ensure environmental quality (Micheli et al, 2020).

Total Quality Management (TQM) is the integration of all functions and processes within an organization to achieve continuous improvement of the quality of goods and services. The focus remains on customer satisfaction. It has been widely accepted that TQM is essential for global markets. A corollary to the TQM concept is that any product, process, or service can be improved. A successful TQM organization is one that consciously seeks & exploits opportunities for improvements at all levels. The contributory improvement is the watchword of TQM (Shehabat & Berrish., 2021).

Quality is the process of integrating the organization and its relevant functions to reach a certain distinguished level of quality. The TQM depends on the systems approach that takes into consideration the interface between all elements of the organization, thus leading to increasing the efficacy of the organization (Abbas, 2020). The main element of TQM is the Continuous Improvement and leading the Customer to achieve the Customer's satisfaction. There is a collection of advantages achieved by TQM in tourism sector as follows (Nasim et al, 2020).

A-In the field of service:

There are many managements services more than before, so there is a continuous increase in tourism organizations in relation to services because of adopting the philosophy of TQM.

B-Increasing Competence:

The continuance of businesses depends upon enough competence and TQM provides the competitive advantage to thousands of tourism organizations.

C-Understanding the Customer:

Today, the reason for the Customer' preference to certain service and avoiding others is realized. The products of quality and reasonable price are preferred in addition to the good treatment of Customer as TQM respects employees and their participation in improving quality.

Participation and integration of all tourism organizations to improve the provided services. This improvement requires providing the necessary competencies to perform the process and satisfy the customer.

Thus, the producer of tourism products should consider the following three points (AL-Hazmi & Alkhateeb, 2020).

D-The competitive Advantage:

It represents the main element comparing quality to price. The producer should manage successfully a collection of tourism products that meet certain needs in order to provide the quality level that is preferred in the tourism product and the price that suits the aimed Customer (Ahmed, 2020).

E-Level of tourism services:

Increasing the level of tourism services provided to the tourist has many advantages as it provides the Customer with many options to choose from, enhances competence and protect from any change in the taste of the aimed market of change in demand by the continuous variance to the content and quality of the tourism service (AL-Hazmi & Alkhateeb, 2020).

F-Strategy:

Increasing the provided tourism products should not ignore the competitive prices and management efficacy, so it is necessary to put a strategy that copes with the provided tourism products. This strategy should be flexible and adaptable to the changing tastes in the desires and tastes of Customer or the expected changes in the stock exchange or the aimed Customer purchasing power (Vargová et al, 2020).

2.2 The relationship between Total Quality Management and Tourism Risk Management:

Any organization aims at the Customer' satisfaction by meeting their needs through providing services (products) and fulfilling their desires. Quality is the basis in the Customer's selection a certain service (Sudipa et al, 2020).

It is important to take into consideration how the Customer judges the high from the low quality, so, the customer is the main element in any organization (Marin et al, 2020). because TQM focuses upon the employee and customers. whereas the employee in the tourism system like the managers and staff in the firm. They turn the Customers' needs into characteristics of the provided services. They are interested in defining and providing the process (AL-Hazmi & Alkhateeb, 2020). So, the customer is the beginning and end of the various activities i.e. activity begins with the customer through meeting his needs and what is desired, it is the ultimate end because the customer is the acquirer of this product (service). Consequently, the customer is the doer of the process of evaluation. Hence, satisfying the customer means more acquisition of the product (service) which is reflected upon the increasing purchases and consequently the increasing profits, and vice versa. (AL-Hazmi & Alkhateeb, 2020). Thus, there are two essential elements in the success of any services (tourism) organization.

Organization is the system that deals with external factors (customers and sellers) as the elements describing quality. The organization should depend upon meeting the desires of customers that seeks achieving the goals of quality. (Mykola et al, 2020).

Differentiating types of risks in tourism entrepreneurship remains uncharted territory. Therefore, building on a categorization of risks into monetary, functional, social, and psychological risks, risk types faced by ethical tourism entrepreneurs. This categorization provides a simple, yet comprehensive framework for analyzing risk types and has been widely used to date (Power et al, 2020).

Few decades, the study have witnessed a myriad of disruptive technological advancements targeting global sectors like transport and communication, health, art and culture, tourism, and education to name a few. Due to the increasing number of travelers warranted by the increase and popularity of both airlines and cruise ships, the tourism sector has greatly been transformed. (Mykola et al, 2020). The travel industry has not been left behind and is seen to be experiencing positive growth, especially due to the growth in air travel (Allam, 2021).

While those challenges are eminent when stringent measures are overlooked, it is now evident, this can also be overcome. This is evident on how cities have been observed to use available, modern technologies as tools for promoting their diverse cultural products; thus, attracting more tourists and promoting economic growth (Allam, 2021).

3. Result and Research Finding

3.1 Interviews with the managers in tourism firms

This research explains the results based on some statistical methods for the study variables and the questions represented by the frequency distribution, percentages, the arithmetic means and the standard deviation to diagnose the extent of values dispersion. The questionnaire consisted of (20) Questions that focused on the elements of Total Quality Management. The results were as follows:

The first Element: It includes six questions asked to measure this element (1-6).

Table (1) The frequency distribution, percentages, the ratios of scale area, means values and the deviations in the employees' replies to the element of continuous improvement in Tourism Firms during crises.

Continuous Improvement during crises		PERCENTAGES										Statistical indicators		
		Strongly disagree		disagree		Neutral		agree		Strongly agree		Arithmetic mean	Standard deviation	ratio of scale area %
		N	%	N	%	N	%	N	%	N	%			
1	The firm management is keen on preparing fast communication means and works to make it permanent.	7.	19	12.	37	8.	20	7.	19	-	.	3,062	1,01	71,2

Continuous Improvement during crises		PERCENTAGES										Statistical indicators		
		Strongly disagree		disagree		Neutral		agree		Strongly agree		Arithmetic mean	Standard deviation	ratio of scale area %
		N	%	N	%	N	%	N	%	N	%			
2	The firm management encourages the employees to introduce the initiatives aiming at improving the quality of the provided service.	100	31	160	00	40	12	-	0	20	7	4,0	1,01	80
3	The firm management develops continuously the forms and methods of tourism business.	80	20	100	32	70	22	40	12	30	9	3,0	0,97	70
4	The firm management rewards the inventions and creativities aiming at improving the quality of the level of performance and service.	70	22	100	47	60	19	40	12	-	0	3,812	0,96	76,2
5	The firm management avoids the extra procedures at work.	00	16	120	37	90	28	60	19	-	0	3,0	0,98	70
6	The firm management seeks the continuous preparation and development of tourism programs.	60	19	120	37	90	28	-	0	00	16	3,437	1,26	68,7
Arithmetic Mean and general standard deviation											3,620	1,09	72,0	

The general arithmetic Mean scored (3.625) degree, the standard deviation scored (1.09), and the ratio of scale area (72.5) that is lower than the hypothesized arithmetic mean (4). It refers that the firm does not use renewable methods to provide services or using modern developed technologies that contribute to improve the quality of tourism. This is reflected in the sample of employees in the firm.

On considering the Questions that compose this element in detail, it can be noticed that the question (2) (The firm management encourages the employees to introduce the initiatives aiming at improving the quality of the provided service) came in the first place of proportional importance with arithmetic mean (4), standard deviation (1.01), and scale area (80%). The highest ratio of response with (disagree) (50%), and the highest ratio was to (disagree) as no one of the sample replied with it and its ratio was (0%), followed by Questions (1.2.3.4.5.6) that were close in their arithmetic means.

The second Element: Empowering Employee and Teamwork: To measure this element (10) questions were put to explain the extent of its application in the firm. These questions are represented by (7-16).

Table (2) The frequency distribution, percentages, the ratios of scale area, means values and the deviations in the employees' replies to the element of Empowering Employees and Work teams during crises.

Empowering Employees and Work teams during crises		PERCENTAGES										Statistical indicators		
		Strongly disagree		disagree		Neutral		agree		Strongly agree		Arithmetic mean	Standard deviation	ratio of scale area %
		N	%	N	%	N	%	N	%	N	%			
7	The spirit of participation prevails when taking decision.	70	21	160	50	50	150	20	70	20	70	3,750	1,07	70
8	Employees practice their competences in the firm and their assigned works.	100	32	110	34	110	34	-	0	-	0	3,968	0,82	79,3
9	Employees solve the problems they face without conferring with their direct superior.	-	0	160	50	110	34	50	150	-	0	3,343	0,74	66,8
10	Teamwork spirit prevails between the employee and his colleagues.	60	19	170	53	50	16	40	12	-	0	3,781	0,90	70,6

Empowering Employees and Work teams during crises		PERCENTAGES										Statistical indicators		
		Strongly disagree		disagree		Neutral		agree		Strongly agree		Arithmetic mean	Standard deviation	ratio of scale area %
		N	%	N	%	N	%	N	%	N	%			
11	Employees in the firm can communicate their superiors easily.	12.	38	8.	20	6.	18	2.	7	4.	12	3,687	1,37	73,7
12	Employees' opinions are taken into account when taking important decisions.	7.	22	10.	47	6.	19	1.	3	3.	9	3,687	1,14	73,7
13	Employees boast their work at this firm.	8.	20	14.	44	7.	22	3.	9	-	0	3,843	0,91	70,8
14	Forming special work teams.	12.	38	14.	43	4.	12	2.	7	-	0	4,125	0,87	82,5
15	Firm employees have friendships among them	7.	22	19.	09	6.	19	-	0	-	0	4,031	0,69	80,6
16	The firm management adopts the open door policy to empower employees to discuss their ideas and suppositions to develop the tourism service.	6.	19	10.	47	6.	19	3.	9	2.	6	3,720	1,09	80,6
Arithmetic Mean and general standard deviation												3,784	1,12	72,0

Looking at the sub-questions consisting this element, note question (8) (the formation of special task forces when they are needed to accomplish specific tasks), if its arithmetic mean reached (4.125) and standard deviation (0.87) and the percentage of scale area (82.5%), as the highest response rate (43) (disagree), and the highest was (agree) (0%), and this indicates a lack of attention from the management of the firm to this question. This is followed by Question (9) (the staff is associated in the firm with relations of friendship and confidence prevails among them) as it came in the second place, the Arithmetic Mean (4.031) degree and the standard deviation (0.69) and the percentage of scale area (80.6%) and the highest percentage of response (59%) (disagree). None of the sample responded with (agree) and (Strongly agree), and Questions (2, 7, 4, 1, 5, 6, 10, 3) followed in importance respectively.

The results extracted from responses show that the employee empowerment and work teams to the management of the firm does not provide the employee with an opportunity to prove his role, nor confer the necessary powers to take decisions within the firm.

The third Element: in this element, four questions were put together (17-20) to measure the element.

Table (3): The frequency distribution, percentages, the ratios of scale area, means values and the deviations of the employees' responses to the element of ensuring the quality of service in tourism firms during crises.

ensuring the quality of service during crises		PERCENTAGES										Statistical indicators		
		Strongly disagree		disagree		Neutral		agree		Strongly agree		Arith metic mean	Stand ard deviat ion	ratio of scale area %
		N	%	N	%	N	%	N	%	N	%			
17	The firm staff is keen on providing services with the high level of quality.	40	13	100	46	60	19	70	22	-	0	3,0	0,98	70
18	Management of the firm is seeking to make the firm occupies a distinguished position than the rest of the other firms.	120	38	110	34	60	19	30	9	-	0	4,0	0,98	80
19	Firm's management is keen to compare the quality of service provided to Customer with services of other firms in order to provide better service.	100	32	90	28	80	20	20	6	30	9	3,606	1,26	73,1
20	The observations of staff are taken into account when making any change or amendment that intend to provide a high quality of services ..	0	10	170	03	-	0	60	19	40	13	3,406	1,31	68,1
Arithmetic Mean and general standard deviation												3,656	1,18	73,1

The arithmetic Mean reached (3.656) degree and the standard deviation (1.18) and a scale area was (73.1). Looking at the details of the questions, it is found that Question (2) showed deviation in a arithmetic Mean equal to the hypothesized mean (4) towards differentiating the firm from

other firms (4.0) degree and with a standard deviation (0.98) and by scale area that reached (80%). The responses to the study sample reached (38%) with (Strongly disagree), (34%) with (disagree), and this shows that this Question has a mean larger than the rest of the other questions that composes the element of Ensuring Service Quality and reflects its importance. Consequently, it is reflected on the general arithmetic Mean for this element. This question is followed in importance by Question (3) (Firm's management is keen to compare the quality of service provided to Customer with services of other firms in order to provide better service), that its arithmetic Mean reached (3.656) degree and a standard deviation (1.26) and by scale area was (73.1). The highest level of response to the study sample (Strongly disagree) hit (32%) and the lowest response rate was (agree) hit (6%), followed by Questions (1, 4) that their arithmetic means were (3.5), (3.40) respectively. The standard deviations were (0.98), (1.18) and scale area (70%), (68.1), respectively. This indicates the keenness of the employees in the firm to provide high quality services, though the staff's notes in the firm are not taken into consideration when making any change aiming at high quality services.

4. Research Result

- Test results showed that continuous improvement and work teams during crises are not present in the tourism firm as there is a lack of interaction with the changing and renewed needs of the Customer. Management is not convinced of continuing improvements in the services provided to Customer.
- The element of (empowering employee and work teams during crises) was mentioned in the questionnaire in ten questions. These questions got arithmetic mean by (3.63) degree that is lower than the hypothesized mean (4). Their standard deviation was (1.12) which indicates a decline and dispersion of the respondents of the studied than its arithmetic mean. The percentage of scale area ranged between (70-82).
- The statistical tests applied to the importance of the element (Ensuring the quality of Service in The Tourism Sector during crises) emphasize the keenness of employees in the firm to provide high quality services.
- In the light of previous results, there is no application to the elements of TQM in the services provided to the customer by the Egyptian tourism firms during crises.

5. Conclusion and Recommendations:

- The officials in the firm need to be aware of the importance of TQM during crises and its prominent role in the light of the rapid changes and developments in the service of tourism, through sharing the experiences of the leading countries in this field, and the results they hope to fulfill as a result of adopting the Total Quality Management approach.
- Increasing the attention to management practices during crises that create better integration of the staff as internal customers, because they are the basic substrate for achieving the total quality in the firm by expanding the participation of staff within the various administrative levels, in the managerial decision-making process within the firm, granting material and moral incentives to the individuals who participate in the completion of distinct functions to provide

the best quality services in the firm, the expansion of granting powers delegated to department managers and particularly with respect to assignments and financial expenses in their departments.

- Increasing the attention to Customer and their treatment during crises because they are external customers. There should be focus on the dimensions of the quality of services that the customer deems necessary by doing comparative or exploratory field studies which consider the requirements and desires of the customer and try to satisfy them. This is in addition to seeing their reactions (feedback) towards the quality of services provided to them and considering them as indicators to be taken into consideration by the firm's management and its employees.
- Establishing developed management information system during crises depending on feedback, the development and improvement of communication systems in tourism services through the provision of e-mail devices, the Internet and fax.
- The Ministry of Tourism should perform its duty during crises as a responsible authority by the development of tourism sector through binding tourism firms to apply TQM system and encourage conducting field studies in order to raise the standard of tourism services.

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